

**IN THE UNITED STATES DISTRICT COURT  
MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION**

**ROBERT CYRUS,**

**Plaintiff,**

**v.**

**HYUNDAI MOTOR  
MANUFACTURING ALABAMA, LLC,**

**Defendant.**

**Case No.: 2:07-cv-00144-ID-TFM**

**DEFENDANT'S EVIDENTIARY SUBMISSION IN SUPPORT OF ITS  
MOTION FOR SUMMARY JUDGMENT**

COMES NOW Defendant Hyundai Motor Manufacturing Alabama, LLC (hereinafter "HMMA") and submits this Evidentiary Submission in Support of Its Motion for Summary Judgment. HMMA relies upon the following evidence:<sup>1</sup>

Exhibit A	Deposition of Plaintiff Robert Cyrus, Part I and Exhibits Thereto
Exhibit B	Deposition of J.Y. Choi and Exhibits Thereto
Exhibit C	Deposition of H.I. Kim and Exhibits Thereto
Exhibit D	Declaration of Keith Duckworth and Exhibits Thereto
Exhibit E	Transcripts of Telephone Conversations Recorded by Plaintiff
Exhibit F	Declaration of Eui Hwan Jin and Exhibits Thereto
Exhibit G	Declaration of Ihn Hwan Chu and Exhibits Thereto

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<sup>1</sup> Information such as home addresses, telephone numbers, and the names of persons not pertinent to this litigation have been redacted in accordance with the E-Government Act of 2002 and Section II.I of the Administrative Procedures for the CM/ECF System for the United States District Court, Northern District of Alabama.

WHEREFORE, HMMA respectfully requests that this Court grant its Motion for Summary Judgment, dismiss Cyrus' claims with prejudice, and award HMMA its costs in defending against this action.

/s/ Brian R. Bostick  
TIMOTHY A. PALMER (PAL009)  
J. TRENT SCOFIELD (SCO024)  
BRIAN R. BOSTICK (BOS015)  
**OGLETREE, DEAKINS, NASH,**  
**SMOAK & STEWART, P.C.**  
One Federal Place, Suite 1000  
1819 Fifth Avenue North  
Birmingham, AL 35203  
(205) 328-1900  
brian.bostick@odnss.com  
Attorneys for Defendant Hyundai Motor  
Manufacturing Alabama, LLC

**CERTIFICATE OF SERVICE**

I hereby certify that on the 18th day of January, 2008, I electronically filed the foregoing Defendant's Brief in Support of Its Motion for Summary Judgment with the Clerk of the Court using the CM/ECF system which will send notification of such filing to the following: Richard J. Stockham, III, Esq.

/s/ Brian R. Bostick  
OGLETREE, DEAKINS, NASH,  
SMOAK & STEWART, P.C.  
One Federal Place, Suite 1000  
1819 Fifth Avenue North  
Birmingham, Alabama 35203  
Telephone: (205)328-1900  
Facsimile: (205)328-6000  
brian.bostick@odnss.com

# Exhibit A



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IN THE DISTRICT COURT OF THE UNITED STATES

FOR THE MIDDLE DISTRICT OF ALABAMA

NORTHERN DIVISION

ROBERT CYRUS,

Plaintiff,

vs.

CASE NO. 2:07cv144-ID

HYUNDAI MOTOR

MANUFACTURING OF

ALABAMA, LLC,

Defendant.

\* \* \* \* \*

DEPOSITION

OF

ROBERT CYRUS,

taken pursuant to notice and stipulation on  
behalf of the Defendants, at the Offices of  
MAYNARD COOPER & GALE, PC, RSA Union Building,  
100 North Union Street, Suite 650, Montgomery,  
Alabama 36104, before DAWN A. GOODMAN,  
Certified Shorthand Reporter and Notary Public  
in and for the State of Alabama at Large, on

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1 Tuesday, November 27, 2007, commencing at 10:09  
2 o'clock a.m.  
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23

1 CO-COUNSEL FOR THE DEFENDANTS:  
2 JEFFREY A. LEE, Esquire  
3 MAYNARD COOPER & GALE, PC  
4 1901 Sixth Avenue North  
5 2400 AmSouth/Harbert Plaza  
6 Birmingham, Alabama 35203-2618  
7

8 ALSO PRESENT:  
9 RICHARD E. NEAL, Esquire  
10 HYUNDAI MOTOR MANUFACTURING  
11 ALABAMA, LLC  
12 700 Hyundai Boulevard  
13 Montgomery, Alabama 36106  
14  
15 KYLE McKINNON, Videographer  
16  
17  
18  
19  
20  
21  
22  
23

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APPEARANCES

1  
2  
3 FOR THE PLAINTIFF:  
4 RICHARD J. STOCKHAM, III, Esquire  
5 STOCKHAM, CARROLL & SMITH, P.C.  
6 2204 Lakeshore Drive  
7 Suite 114  
8 Birmingham, Alabama 35209  
9  
10 FOR THE DEFENDANTS:  
11 BRIAN R. BOSTICK, Esquire  
12 OGLETREE, DEAKINS, NASH, SMOAK &  
13 STEWART, P.C.  
14 One Federal Place  
15 1819 5th Avenue North  
16 Suite 100  
17 Birmingham, Alabama 35203  
18  
19  
20  
21  
22

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EXAMINATION

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2  
3 Page  
4 Examination by Mr. Bostick 11  
5 EXHIBITS  
6 For the Defendants:  
7 No. Page  
8 1 Three-page document, dated May 14  
9 9, 2006, from Matthias  
10 Erdmannsdorfer and  
11 Herbert J. Buder to  
12 Robert Clay Cyrus  
13 2 Two-page document, dated 16  
14 October 26, 2006, from  
15 Herbert J. Buder to  
16 Robert Cyrus  
17 3 Three-page document, 22  
18 undated, resume of Robert  
19 Clay Cyrus, C.P.M.  
20 4 Two-page document, dated May 41  
21 4, 2005, from Melanie L.  
22 McCormick to Rob Cyrus  
23

2 (Pages 2 to 5)

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Page 6			Page 8		
1	No.	Page	1	No.	Page
2	5	Thirteen-page document, 56	2	13	One-page document, dated 173
3		dated October 2, 2005,	3		October 13, 2005, e-mail from
4		Murakami Meeting document,	4		Laura L. Stone to Melanie L.
5		with attachments	5		McCormick
6	6	Two-page document, dated 57	6	14	One-page document, dated 174
7		September 16, 2005,	7		October 18, 2005, entitled
8		handwritten notes	8		Report Approval
9	7	Three-page document, 107	9	15	Three-page document, dated 185
10		dated September 16, 2005,	10		October 22, 2005, handwritten
11		notes of Chris Susock	11		notes
12		entitled Weekly Supplier	12	16	Multi-page document, first page 196
13		Quality Meeting	13		dated November 10, 2005, from
14	8	Two-page document, dated 126	14		Robert C. Cyrus, C.P.M. to
15		September 17, 2007, e-mail	15		Mr. Keith Duckworth
16		notes of John Kalson entitled	16	17	Two-page document, undated, 272
17		Weekly Part Quality Meeting	17		entitled Concern in upper
18		Events	18		left-hand corner
19			19	18	One-page document, dated 314
20			20		October 24, 2005, from
21			21		M. Keith Duckworth to
22			22		Mr. Rob Cyrus
23			23		
Page 7			Page 9		
1	No.	Page	1	No.	Page
2	9	One-page document, dated 136	2	19	Two-page document, dated 315
3		September 16, 2005,	3		December 6, 2005, from
4		notes of Gerald Horn	4		M. Keith Duckworth to
5		entitled Weekly Parts	5		Mr. Rob Cyrus
6		Quality Review Meeting -	6	20	Three-page document, dated 315
7		Murakami	7		November 6, 2005, from
8	10	Three-page document, dated 152	8		Robert C. Cyrus, C.P.M to
9		November 6, 2005, handwritten	9		Mr. Keith Duckworth
10		notes of Robert Cyrus entitled	10	21	One-page document, dated 318
11		Chronological Events H.I. Kim	11		March 2, 2006, entitled
12		Retaliation	12		Charge of Discrimination
13	11	Four-page document, dated 165	13		
14		September 17, 2005,	14		
15		interoffice memorandum from	15		
16		Jason Chi to Mr. H.I. Kim, COO	16		
17	12	Two-page document, dated October 168	17		
18		31, 2007, Progress Note of	18		
19		Robert C. Cyrus by	19		
20		Paul B. Moore, M.D.	20		
21			21		
22			22		
23			23		

3 (Pages 6 to 9)

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1 PROCEEDINGS  
2 THE VIDEOGRAPHER: This is the  
3 beginning of Tape No. 1 in  
4 the deposition of Robert  
5 Cyrus in the matter of Robert  
6 Cyrus versus Hyundai Motor  
7 Manufacturing of Alabama,  
8 Case No. 2:07cv144-ID.  
9 We're on the record at 10:09 a.m.  
10 on Tuesday, November 27th,  
11 2007. This deposition is  
12 taking place at Maynard  
13 Cooper & Gale, located at 100  
14 Union Street, Suite 650,  
15 Birmingham, Alabama 36104.  
16 The court reporter is Dawn  
17 Goodman, and the videographer  
18 is Kyle McKinnon.  
19 Would counsel please yourself  
20 yourselves, after which the  
21 court reporter will swear in  
22 the witness.  
23 MR. STOCKHAM: I'm Richard

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1 40475.  
2 Q. How long have you lived at that  
3 address?  
4 A. Since March of 2007.  
5 Q. Where'd you live prior to that address?  
6 A. Chrystal Lake, Illinois.  
7 Q. And prior to the time you lived in  
8 Illinois, where did you live?  
9 A. Montgomery, Alabama.  
10 Q. When did you move from Montgomery?  
11 A. I moved from Montgomery in -- let's see  
12 here. May of 2005. Yeah, that's right.  
13 Q. I think you're --  
14 A. 2006.  
15 Q. Okay. Have you given a deposition  
16 before?  
17 A. Yes.  
18 Q. Okay. How many times have you been  
19 deposed?  
20 A. Once.  
21 Q. Okay. What kind of case was that in?  
22 A. It was a case involving Hyundai and  
23 a company that was going to provide

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1 Stockham. I represent the  
2 plaintiff.  
3 MR. BOSTICK: Brian Bostick, I  
4 represent Hyundai Motor  
5 Manufacturing Alabama, LLC.  
6 MR. LEE: Jeff Lee. I represent  
7 Hyundai Motor America.  
8 MR. BOSTICK: We also have Rick  
9 Neal, who's corporate counsel  
10 for HMMA.  
11 (ROBERT CYRUS, of lawful age,  
12 having been duly sworn,  
13 testified as follows:)  
14 EXAMINATION  
15 (BY MR. BOSTICK:)  
16 Q. Good afternoon. I will be asking you the  
17 questions today, Mr. Cyrus. My name's  
18 Brian Bostick. I'm attorney for HMMA.  
19 Can you state your full name  
20 for me, please.  
21 A. Robert Clay Cyrus.  
22 Q. And what's your current address?  
23 A. ~~1001 Bay Colony Drive~~, Richmond, Kentucky

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1 bumper fascias to the company.  
2 Q. A supplier?  
3 A. Yes.  
4 Q. Okay. Was the litigation between HMMA  
5 and the supplier?  
6 A. Yes.  
7 Q. What was the name of the supplier?  
8 A. Venture.  
9 Q. What was your testimony regarding?  
10 A. Their ability to execute the contract.  
11 Q. There was an allegation the supplier  
12 breached the contract?  
13 A. Yes.  
14 Q. When did that testimony take place?  
15 A. I couldn't tell you the exact date. In  
16 2000 -- probably 2003.  
17 Q. Okay. Were you based in Montgomery at  
18 the time?  
19 A. Yes.  
20 Q. Okay. Are you presently employed?  
21 A. No.  
22 Q. Who was your last employer?  
23 A. Eisenmann Corporation.

4 (Pages 10 to 13)

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1 Q. And were you let go there as a result of  
2 a reduction in force?  
3 A. The company shut down operations and  
4 moved to Stuttgart, Germany where their  
5 headquarters resides. There was an  
6 entire shut down of the office,  
7 300-and-some people.  
8 (The referred-to document was  
9 marked for identification as  
10 Defendants' Exhibit No. 1)  
11 Q. (By Mr. Bostick) Can you identify  
12 Exhibit 1 for me?  
13 A. It looks like an offer letter from  
14 Eisenmann.  
15 Q. Did -- did you accept this offer  
16 letter?  
17 A. Yes.  
18 Q. And were you making a salary of \$125,000  
19 there?  
20 A. Yes.  
21 Q. Any other additional income that you'd  
22 received in relation to bonuses or other  
23 income in addition to that 125,000 a

Page 15

1 year?  
2 A. As indicated in Point 4, there was a  
3 signing bonus for \$20,000.  
4 Q. Okay. Did -- did that loan ultimately --  
5 was it forgiven for --  
6 A. Yes.  
7 Q. -- your work there? You never had to pay  
8 any of it back?  
9 A. That's correct.  
10 Q. Do -- I guess, let's just go over a  
11 little bit of the rules for the  
12 deposition today. I'll be asking you  
13 questions about your lawsuit. If  
14 something about my question is unclear,  
15 feel free to ask me to rephrase it or  
16 clarify it for you. But if you answer  
17 it, we'll work under the understanding  
18 that you were able to understand the  
19 question and answered it clearly. Is  
20 that fair?  
21 A. Yes.  
22 MR. BOSTICK: I'll show you what I  
23 marked as Exhibit 2.

Page 16

1 (The referred-to document was  
2 marked for identification as  
3 Defendants' Exhibit No. 2)  
4 Q. (By Mr. Bostick) Do you recall receiving  
5 this letter?  
6 A. Yes.  
7 Q. And is that consistent with your  
8 recollection that the layoff occurred on  
9 December 31st, 2006?  
10 A. Yes.  
11 Q. Or it says with 13 days -- 14 days  
12 thereafter?  
13 A. Yes.  
14 Q. Where all have you applied for jobs since  
15 leaving Eisenmann in December of 2006?  
16 A. I provided you a list of all of the  
17 employment efforts. You should have  
18 that. It's numerous. Hundreds.  
19 Q. Who all have you had a face-to-face  
20 interview with?  
21 A. Ostal Company (sic) in Mobile, Alabama;  
22 Thyssen-Krupp in Mobile, Alabama area;  
23 Whirlpool Corporation in Benton Harbor,

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1 Michigan; Zedeff Bosche Corporation in  
2 Cincinnati, Ohio, Northern Kentucky area;  
3 Boise Cascade in Boise, Idaho. That's  
4 all for face-to-face.  
5 Q. Have you received any offers of  
6 employment since -- from any entities  
7 since leaving Eisenmann?  
8 A. No.  
9 Q. Do you have any sources of income for  
10 2007?  
11 A. No.  
12 Q. Are you receiving unemployment?  
13 A. I received it until I reached a threshold  
14 in which they -- my benefits ran out.  
15 Q. And what -- what state are you receiving  
16 unemployment benefits -- or were?  
17 A. I was from Illinois, but it was Alabama  
18 prior to that.  
19 Q. Okay. Do you currently have any  
20 prospects for face-to-face interviews or  
21 job offers as we sit here today?  
22 A. I am in constant discussion with  
23 potential employers, yes. I spoke to one

5 (Pages 14 to 17)



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1 on the phone on the way up here,  
2 actually. But I don't have anything  
3 scheduled.  
4 Q. Okay. Are you -- are you primarily  
5 looking for jobs in -- purchasing-type  
6 jobs or --  
7 A. Mainly, since that's my career background  
8 for 18, 20 years, yes.  
9 Q. Okay. Now, you were previously married;  
10 correct?  
11 A. That's correct.  
12 Q. And then you were divorced in, it looked  
13 like, October of 2005?  
14 A. That sounds about right. Trying to get  
15 it exactly.  
16 Q. The petition was filed on October 17th,  
17 '05.  
18 A. Okay.  
19 Q. Does your wife live in Kentucky now?  
20 A. She does.  
21 Q. What is her name?  
22 A. Cynthia Carol Cyrus.  
23 Q. And then you have two children?

Page 20

1 Q. Well, y'all had a divorce decree entered  
2 that set the terms.  
3 A. And the terms were a 60-mile radius of  
4 Montgomery, Alabama.  
5 Q. It looked like you had initially claimed  
6 that she had -- the initial petition that  
7 you filed asserted that she had a  
8 drinking problem and irrational and  
9 abusive behavior. And then there was an  
10 amended petition.  
11 Did you ever seek to have --  
12 it looked like you had requested  
13 counseling as part of the settlement.  
14 Was that resolved where she would engage  
15 in that counseling?  
16 A. We came to an agreement with the parties  
17 involved.  
18 Q. Okay. So, was the -- when you say you  
19 lost your job at Hyundai and whatnot --  
20 A. I said I was terminated from Hyundai.  
21 Q. -- the -- did you have a term that y'all  
22 negotiated for in the decree that said as  
23 long as you worked there she would stay

Page 19

1 A. Yes.  
2 Q. Are either of them above the age of 18?  
3 A. No.  
4 Q. Is that why you moved to Kentucky to be  
5 near --  
6 A. I moved back to Kentucky to be near my  
7 children while seeking employment.  
8 Q. Did you have any contacts with Kentucky  
9 prior to coming to Alabama or --  
10 A. What do you mean "contacts"?  
11 Q. I mean, had you lived there before?  
12 A. Yes.  
13 Q. Does your wife have family there or --  
14 A. She does.  
15 Q. Okay. Did she move there with the  
16 children after y'all got divorced in  
17 2005?  
18 A. She did. After I was terminated from  
19 Hyundai and she was no longer -- she no  
20 longer had to remain within a 60-mile  
21 perimeter, since I was no longer  
22 employed, which also pulled my kids away  
23 from me when I was terminated.

Page 21

1 there or what --  
2 A. No.  
3 Q. -- specific provision required her to  
4 stay there?  
5 A. Alabama state law.  
6 Q. That you have a job?  
7 A. That for the interest of the children, my  
8 understanding, that they are not allowed  
9 to move within -- beyond a 60-mile radius  
10 without the permission of both parents.  
11 Q. Okay. And so you did give the permission  
12 at that time?  
13 A. At which time?  
14 Q. When they moved further than 60 miles  
15 away?  
16 A. Uh-huh. After termination.  
17 Q. You didn't go to court and seek some kind  
18 of petition to hold her in contempt;  
19 correct?  
20 A. I don't understand. Why would I do that?  
21 Q. Okay. Well, I guess you're telling the  
22 law is she's got to stay here unless she  
23 has your permission.

6 (Pages 18 to 21)

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1 A. Right.  
2 Q. So either she had your permission or she  
3 didn't.  
4 A. After I was terminated, she had my  
5 permission to move to Kentucky, since she  
6 had no reason to stay here and I am  
7 terminated in Montgomery, Alabama where  
8 Hyundai is founded. The likelihood of me  
9 finding a job in Montgomery would be  
10 questionable.  
11 (The referred-to document was  
12 marked for identification as  
13 Defendants' Exhibit No. 3)  
14 Q. (By Mr. Bostick) Can you identify  
15 Exhibit 3 for me?  
16 A. It's a resume.  
17 Q. It looks like there may be a fourth page  
18 that I don't have on here.  
19 Do you know --  
20 MR. STOCKHAM: Do you happen to  
21 have another copy?  
22 MR. BOSTICK: Oh, I'm sorry.  
23 MR. LEE: I've got one.

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1 Korea, Seoul, Korea. After that, I moved  
2 to Montgomery.  
3 Q. Okay. It looked like there was some  
4 discussion about you possibly working in  
5 Detroit for another Hyundai entity for a  
6 period of time. Did that ever come to  
7 fruition?  
8 A. No. I mean, the original intent, and in  
9 Ted Chung's handwriting, is that you will  
10 work for the "V" project, which is the  
11 Alabama project, from Day One. The  
12 determination of the actual plant had not  
13 even been determined at that point. The  
14 finalists were Kentucky and Alabama.  
15 Later on we determined it would be  
16 Alabama.  
17 The discussion focused,  
18 is it going to be in Southfield, Michigan  
19 in the development office for a period of  
20 time, or is it going to be in Montgomery,  
21 Alabama from the onset. It turned out to  
22 be the determination by Ted Chung to be  
23 in Montgomery, Alabama.

Page 23

1 Q. (By Mr. Bostick) Is this a correct  
2 statement of your work experience through  
3 the time you were with HMMA?  
4 A. Yes, it is.  
5 Q. And do you understand, Mr. Cyrus, you  
6 have two separate lawsuits against HMMA:  
7 one in state court and one in federal  
8 court?  
9 A. Yes, I do.  
10 Q. In discussions with your attorney, we  
11 agreed to focus today's deposition on  
12 events that occurred during the time you  
13 were actually in Montgomery.  
14 Do you recall what -- when  
15 it was that you actually arrived in  
16 Montgomery to start working for HMMA?  
17 A. I started with Hyundai in May of 2002. I  
18 think the official date was May 22nd.  
19 The first 24 days were spent in Korea and  
20 Orange County, Hyundai Motor America  
21 Corporation, in California. So I had  
22 seven days in -- six to seven days, as I  
23 recall, in California, and 24 days in

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1 Q. So, when did you actually arrive in  
2 Montgomery?  
3 A. Shortly after -- I couldn't give you an  
4 exact date -- shortly after returning  
5 from Korea. I lived in Birmingham at  
6 that time, and I got a rental house paid  
7 for by Hyundai Motor America of  
8 California.  
9 Q. It looked like there was an offer letter  
10 of HMMA in around September of 2002. I  
11 think your initial negotiations with  
12 Chung were around May. Would that be  
13 consistent with your recollection?  
14 A. There's -- the original offer for the  
15 Alabama project, the "V" project, from  
16 Keith Duckworth through Jerry Peterson  
17 and Duck- -- Chung, Ted Chung, and at  
18 that point, Hyundai Motor Manufacturing  
19 Alabama was not a formed entity, so I had  
20 to go under Hyundai Motor America out of  
21 California until the actual corporation  
22 entity was in place in Alabama.  
23 That's why, in September,

7 (Pages 22 to 25)

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1 HMMA was at a point which they were  
2 incorporated in an entity within the  
3 state. I had to switch over to HMMA.  
4 But at no time was -- you know, it was  
5 always the Alabama project. I didn't  
6 work in the sales department in  
7 California.  
8 Q. I got a lot there, but I don't know did I  
9 get, when did you move? Was it September  
10 of 2002?  
11 A. When did I move?  
12 Q. When did you move to Montgomery was my  
13 question and nothing else.  
14 A. I mentioned to you earlier that that was  
15 shortly after I returned from Korea. So  
16 that would probably be in the June time  
17 frame.  
18 Q. Okay.  
19 A. June, July. I have a lease.  
20 Q. Do you have -- are you on any medications  
21 today?  
22 A. Yes.  
23 Q. What are you -- what are you on?

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1 Q. And the multi-vitamin as well?  
2 A. Yes.  
3 Q. How about the next one. It looks like it  
4 starts with an O?  
5 A. Tonocard?  
6 Q. Yeah.  
7 A. It's a triglyceride reducer for  
8 cholesterol control.  
9 Q. Okay. Cymbalt (sic), is that what the  
10 next --  
11 A. Cymbalta.  
12 Q. What is that?  
13 A. It is an anti-depressant.  
14 Q. Okay. Who has prescribed that; which  
15 doctor?  
16 A. My general practitioner.  
17 Q. How long have you been taking that?  
18 A. Probably three years.  
19 Q. Who was the first doctor who prescribed  
20 you that?  
21 A. A gentleman in Montgomery, Alabama. I  
22 can get you his name.  
23 Q. Is he a general practitioner?

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1 A. Altace, Atenolol, baby aspirin, a  
2 multi-vitamin, Tonocard, Cymbalta, Zetia  
3 and that's it.  
4 Q. What is -- what do you take the Altace  
5 for?  
6 A. My cardiologist gave it to me for my  
7 heart.  
8 Q. And how often do you take it?  
9 A. Daily.  
10 Q. Did you take it this morning?  
11 A. I did.  
12 Q. And then, I can't read my -- At- --  
13 A. Atenolol.  
14 Q. Atenolol. How often do you take that?  
15 A. Daily.  
16 Q. And what is it prescribed for?  
17 A. Heart also.  
18 Q. And?  
19 A. Baby aspirin?  
20 Q. Yeah, baby aspirin. You take that once a  
21 day?  
22 A. That's recommended by my cardiologist  
23 also.

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1 A. No. He's a psychiatrist.  
2 Q. Okay. What period of time were you going  
3 to see the psychiatrist in Montgomery?  
4 A. I'd have to look back. I provided that  
5 to you already, on the dates, when we did  
6 the discovery phase.  
7 Q. Do you know what -- what group he's with  
8 or what entity?  
9 A. It's provided in the documentation we  
10 gave you. I don't recall.  
11 Q. I'm just asking what's your name -- what  
12 you recall; do you know?  
13 A. What the name of his group is?  
14 Q. Practice was.  
15 A. No.  
16 Q. Not what his name is.  
17 Have you been consistently  
18 taking that anti-depressant for the last  
19 three years?  
20 A. Yes.  
21 Q. How about the Zetia?  
22 A. Zetia's a cholesterol medication.  
23 Q. And how long have you been prescribed

8 (Pages 26 to 29)



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<p>1 that?</p> <p>2 A. Since the -- I have been on a number of</p> <p>3 cholesterol medications since the</p> <p>4 coronary artery disease discovery. It's</p> <p>5 prescribed by my cardiologist.</p> <p>6 Q. Did you look -- one of the documents we</p> <p>7 requested was your credit card records</p> <p>8 during the period of time, I believe it</p> <p>9 was, July through October of 2005. Did</p> <p>10 you check and see if you had copies of</p> <p>11 those records?</p> <p>12 A. I don't have copies of them, no.</p> <p>13 Q. Okay. What --</p> <p>14 A. I don't keep copies of them.</p> <p>15 Q. Do you have an online account that can</p> <p>16 check past records?</p> <p>17 A. No.</p> <p>18 Q. What -- who is your credit card through,</p> <p>19 at that time, that you were using?</p> <p>20 A. The bank, you mean?</p> <p>21 Q. Um-hum.</p> <p>22 A. Wachovia, American Express.</p> <p>23 Q. Did you have a bank account with</p>	<p>1 to Ted Chung, the chairman's son-in-law.</p> <p>2 And then a Mr. Min Ho Lee, Mark Lee, was</p> <p>3 assigned to the Alabama project. I met</p> <p>4 him in Korea during my 24-day -- but when</p> <p>5 I first arrived, the gentleman was J.B.</p> <p>6 Lee.</p> <p>7 It was later determined by</p> <p>8 Mr. Ted Chung that he was going to put</p> <p>9 Mr. Mark Lee in there. [REDACTED]</p> <p>10 [REDACTED]</p> <p>11 [REDACTED]</p> <p>12 [REDACTED]. And</p> <p>13 that was Mark Lee he chose.</p> <p>14 Q. So had Mark Lee arrived in Montgomery at</p> <p>15 the time that you first arrived?</p> <p>16 A. No.</p> <p>17 Q. Okay.</p> <p>18 A. But within 30 days of my departure from</p> <p>19 Korea, he arrived.</p> <p>20 Q. And then so, J.B. Lee was -- what was his</p> <p>21 title when you arrived in Montgomery?</p> <p>22 A. You have that documentation. I couldn't</p> <p>23 tell you exactly. He's probably vice</p>
Page 31	Page 33
<p>1 Wachovia?</p> <p>2 A. Yes, I did.</p> <p>3 Q. Okay. And was your credit card a Visa or</p> <p>4 MasterCard through Wachovia?</p> <p>5 A. Yes.</p> <p>6 Q. Any other credit cards other than the</p> <p>7 American Express?</p> <p>8 A. At the period of time through employment</p> <p>9 with Hyundai they were?</p> <p>10 Q. Yeah.</p> <p>11 A. I don't believe so. I mean, I don't know</p> <p>12 if I have a gas card anymore.</p> <p>13 Q. What was your title when you -- when you</p> <p>14 arrived in Montgomery?</p> <p>15 A. Director of purchasing, parts</p> <p>16 development.</p> <p>17 Q. And who -- who -- who did you report to</p> <p>18 when you first arrived?</p> <p>19 A. When I first arrived physically or</p> <p>20 through organizational charts?</p> <p>21 Q. Both.</p> <p>22 A. Well, as indicated in the handwritten</p> <p>23 notes from Ted Chung, I reported directly</p>	<p>1 president of purchasing. But there is</p> <p>2 many different divisions and vice</p> <p>3 presidents in purchasing in Korea.</p> <p>4 Q. Was he in purchasing or --</p> <p>5 A. Purchasing, yes, sir. Parts</p> <p>6 development.</p> <p>7 Q. When did Mr. Ahn arrive at the plant?</p> <p>8 A. Which Mr. Ahn?</p> <p>9 Q. The president, Mr. Ahn.</p> <p>10 A. He was the second president or third set</p> <p>11 of executive management. I couldn't tell</p> <p>12 you the day. It was in 2005.</p> <p>13 Q. Okay. Who was the president prior to his</p> <p>14 arrival?</p> <p>15 A. Y.S. Kim.</p> <p>16 Q. Who was in the -- tell me a little bit</p> <p>17 about the organizational structure there</p> <p>18 in the production department.</p> <p>19 A. You have the -- you have the</p> <p>20 organizational charts. What do you mean?</p> <p>21 Q. You were director?</p> <p>22 A. Director of purchasing.</p> <p>23 Q. Director of purchasing.</p>

9 (Pages 30 to 33)

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<p>1 A. Correct.</p> <p>2 Q. Would -- say, at the time of Mr. Lee's</p> <p>3 arrival, would you have been considered</p> <p>4 the head of the purchasing department, or</p> <p>5 would he have been considered the head?</p> <p>6 A. You know, in my offer letter, or in my</p> <p>7 discussions with Ted Chung, he said I</p> <p>8 would be the top American in purchasing</p> <p>9 always. He indicated that a vice</p> <p>10 president would join me for two years.</p> <p>11 And at the time of his departure, I would</p> <p>12 be promoted to vice president.</p> <p>13 So Mr. Mark Lee was the vice</p> <p>14 president that came over from Korea. He</p> <p>15 totally --</p> <p>16 Q. So, the answer to my question is, he is</p> <p>17 the vice president. So you reported to</p> <p>18 him?</p> <p>19 A. Yes.</p> <p>20 Q. Correct?</p> <p>21 A. Yes. Right. And also to Ted Chung.</p> <p>22 Q. I know you've got a lot of stories that</p> <p>23 you want to tell on your case. But it</p>	<p>1 buyers or beginning purchasing people.</p> <p>2 They were all at the assistant manager or</p> <p>3 manager or senior manager level. So they</p> <p>4 also all had buying-in-commodity</p> <p>5 responsibility with us, which is not</p> <p>6 typical in a U.S. business culture.</p> <p>7 So when we had direct</p> <p>8 reporting or staff meetings, I had to</p> <p>9 have all 25 of the Korean colleagues in</p> <p>10 there. And then I hired four managers in</p> <p>11 the purchasing department from local --</p> <p>12 local hires. And then I hired one</p> <p>13 manager for supplier development which</p> <p>14 oversees the suppliers' capabilities and</p> <p>15 quality aspects as far as their internal</p> <p>16 production. I had that responsibility</p> <p>17 also. That was on the direct side, which</p> <p>18 is anything that is a part that leaves on</p> <p>19 the vehicle, which is parts development.</p> <p>20 At that time also, Mr. H.J.</p> <p>21 Hyun reported to me. He later became my</p> <p>22 equal as a director. And his</p> <p>23 responsibilities -- he had indirect</p>
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<p>1 will make our deposition go a lot</p> <p>2 smoother today if you listen to the</p> <p>3 question that I ask and answer that</p> <p>4 question and try and be responsive to</p> <p>5 that.</p> <p>6 A. All right. Yes, sir.</p> <p>7 Q. It seems like we're getting a lot of</p> <p>8 liturgy of history to get to the point of</p> <p>9 the specific question.</p> <p>10 Who were your direct reports</p> <p>11 in the purchasing department?</p> <p>12 A. My direct reports? How do you want to</p> <p>13 define "direct reports"?</p> <p>14 Q. People that reported to you directly.</p> <p>15 A. I had -- in the beginning, we had a</p> <p>16 structure of 50 people. Okay. These</p> <p>17 were not all direct reports, but they are</p> <p>18 not structured typically like a company</p> <p>19 that operates in America. I had 25</p> <p>20 colleagues from Korea. And we were to</p> <p>21 bring on 25 local employees.</p> <p>22 Now, these colleagues from</p> <p>23 Korea, they would be -- they weren't</p>	<p>1 purchasing, which is anything that is</p> <p>2 purchased that does not leave on a</p> <p>3 vehicle. And he also had construction,</p> <p>4 capital equipment and these</p> <p>5 responsibilities.</p> <p>6 Q. So it sounds like you identified, in</p> <p>7 response to my question, five direct</p> <p>8 reports: four managers; and one manager</p> <p>9 of over support development or supplier</p> <p>10 development?</p> <p>11 A. That's not -- that's not correct. I</p> <p>12 identified in the initial statement that</p> <p>13 the 25 individuals that came over from</p> <p>14 Korea reported to me directly also.</p> <p>15 Q. Okay. Who were the four -- the five</p> <p>16 managers you identified that you were</p> <p>17 involved in the hiring?</p> <p>18 A. Dave Mark, Lin Sullivan, Craig</p> <p>19 Lindemann -- who else did we have --</p> <p>20 Chuck Knowles. We had two assistant</p> <p>21 managers, which were Warren Gappa and</p> <p>22 Roger Licht, L-I-C-H-T, on the indirect</p> <p>23 side.</p>

10 (Pages 34 to 37)

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1 Q. Did you have the ability to hire or  
2 fire?  
3 A. Yes.  
4 Q. Okay. Well, let me rephrase that.  
5 You know, I had the ability  
6 to hire. I never encountered a situation  
7 where firing became a point of  
8 discussion. So I really don't know if I  
9 had the ability to fire. I would assume  
10 so. But that would always be in  
11 conjunction with human resources.  
12 Q. Have you ever been a party to a lawsuit  
13 other than this action here and -- and  
14 excluding your divorce?  
15 A. No, sir.  
16 Q. Ever been arrested?  
17 A. No, sir.  
18 Q. Ever filed for bankruptcy?  
19 A. No, sir.  
20 Q. Ever sought Social Security disability  
21 benefits?  
22 A. No, sir.  
23 Q. Have you ever sought long-term disability

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1 to Greg Kimble, I was under -- covered  
2 under the Family Medical Leave Act. So  
3 if that's the same thing.  
4 Q. But do you know if you were still  
5 receiving some form of compensation  
6 during the time that you were out from  
7 work while you were at Hyundai?  
8 A. Yes, I was.  
9 Q. But you don't know what.  
10 A. According to Greg Kimble, the  
11 continuation was for Family Medical Leave  
12 Act. I had to file two different sets of  
13 documentation. Actually, the first one  
14 was filed for me after the heart attack.  
15 And the second time, after the reaction  
16 to medication, they asked me to fill out  
17 another form. "They" being human  
18 resources, Kimble and Ms. Melanie  
19 McCormick.  
20 THE COURT REPORTER: Excuse me. I  
21 didn't hear that. Kimble  
22 and --  
23 THE WITNESS: I'm sorry. Ms.

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1 benefits?  
2 A. I don't know the real definition. The  
3 only thing I've ever been involved with  
4 is the Family Medical Leave Act at  
5 Hyundai.  
6 Q. Okay.  
7 A. Not long-term disability.  
8 Q. I think you received salary continuation  
9 benefits there.  
10 A. FMLA. Whatever that is. Family Medical  
11 Leave Act. However that's classified,  
12 I'm not sure.  
13 Q. Do you know -- do you know what a salary  
14 continuation benefit is?  
15 A. Not specifically, no.  
16 Q. Do you know what the FMLA entitles you  
17 to?  
18 A. Some portions of it. I'm not a human  
19 resource expert.  
20 Q. Are you aware to -- you received 12 weeks  
21 of unpaid leave while you were unable to  
22 work; is that correct?  
23 A. Well, I received -- you know, according

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1 Melanie McCormick.  
2 Q. (By Mr. Bostick) Did your -- did your job  
3 title stay the same throughout the time  
4 you worked at HMMA?  
5 A. Yes, sir.  
6 MR. BOSTICK: Am I on Exhibit 4?  
7 MR. LEE: Yes.  
8 (The referred-to document was  
9 marked for identification as  
10 Defendants' Exhibit No. 4)  
11 Q. (By Mr. Bostick) Can you identify Exhibit  
12 4 for me, please?  
13 A. This is -- appears to be a letter from  
14 Melanie McCormick regarding paperwork  
15 required for Family Medical Leave Act..  
16 Q. And you mentioned earlier there were, it  
17 sounded like, two stints where you had  
18 time away from work due to your heart  
19 condition. Does May 4th, 2005 -- is that  
20 consistent with your recollection as --  
21 as to when you had your first time away  
22 from work?  
23 A. When I had the stents placed in?

11 (Pages 38 to 41)

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1 Q. Tell me what -- what -- what caused the  
2 onset of your issue and what medical  
3 treatment you had during that period of  
4 time focusing on May 2005.  
5 A. Okay. Sure. All right.  
6 I was having shortness of  
7 breath and difficulty walking, you know,  
8 marked by difficulty breathing, and I had  
9 chest pain. And I called my family  
10 practitioner, and he said, Go to the  
11 emergency room right now. And I went to  
12 the emergency room, and they discovered  
13 that I had a partial blockage in a  
14 coronary artery. And the next morning  
15 they put me under surgery, through a  
16 balloon angioplasty, for the placement of  
17 two stents in one of my coronary  
18 arteries.  
19 Q. And approximately how -- how much time  
20 did you miss from work after the  
21 surgery?  
22 A. I don't know. I'd have to look back at  
23 the documentation.

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1 A. Yes. Treadmill.  
2 Q. What was your -- how often during the  
3 week would you go to that? Was it once a  
4 week, or how many times --  
5 A. It was, I think, three to four days a  
6 week, depending on when they had  
7 availability. I had to fit into their  
8 program.  
9 Q. How long a period of time did that go  
10 forward that you were doing the  
11 therapy?  
12 A. I don't recall, but it is what my doctor  
13 prescribed. I think it was -- I don't  
14 recall. Six weeks, maybe, in that range.  
15 And that was just, you know, a few hours  
16 in the morning. It wasn't an all-day  
17 activity, obviously.  
18 Q. And I think I saw that you had moved out  
19 of the -- your primary residence around  
20 May of 2005?  
21 A. Around then. I couldn't tell you  
22 exactly. Yeah, after the divorce  
23 situation started.

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1 Q. I mean, a couple a weeks, a month, I mean  
2 roughly?  
3 A. I need to look back. I mean, I've got a  
4 letter from Melanie McCormick that  
5 indicates every date I was out. And I  
6 think it was two to four weeks.  
7 Q. Okay. And so your doctor releases you  
8 back to work. And it sounds like there  
9 was a period of time where you were  
10 having rehabilitation therapy?  
11 A. Yes.  
12 Q. What was your -- what was the therapy you  
13 were undertaking?  
14 A. Cardio rehab.  
15 Q. Which entails what?  
16 A. It was physical activity at the cardio  
17 hospital. I can't remember the name of  
18 it. Saint -- it was the -- you know,  
19 connected to the hospital where I had my  
20 surgery, and it was -- it was exercise  
21 and cardio rehabilitation.  
22 Q. Are you -- I mean, just on a treadmill  
23 and that type thing?

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1 Q. Do you recall whether or not you had  
2 moved out of the house before you had the  
3 surgical procedure on your heart?  
4 A. I was still in my house with my wife when  
5 I had the procedure on my heart.  
6 Q. Okay. Do you -- when's your best  
7 estimate as to when you moved out of the  
8 house?  
9 A. I can look at my lease. I couldn't tell  
10 you. I think you have a copy of that.  
11 Q. Do you know if it was during the period  
12 of time you were going to the rehab?  
13 A. I'm sorry. Was I in the original house  
14 with my wife, or was I in the other  
15 house?  
16 Q. Where did you move -- I guess when you  
17 separated, did you buy a separate  
18 house?  
19 A. I rented a house, you know, within one  
20 mile of my other house --  
21 Q. Okay.  
22 A. -- to be near my kids.  
23 Q. Do you have a best estimate as to when

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1 that took place?  
2 A. Like I said, I've got a lease. I think  
3 you guys have that document. I'd have to  
4 look at it.  
5 MR. BOSTICK: Why don't we take a  
6 break and let me go grab all  
7 of these documents. And  
8 we'll just throw 4,000  
9 documents out in front of him  
10 and we will just take the  
11 time to pin all this down.  
12 MR. STOCKHAM: Sure.  
13 MR. BOSTICK: Let me get those.  
14 We will need to get specific  
15 about this.  
16 THE VIDEOGRAPHER: We are going  
17 off the record at 10:46 a.m.  
18 (Short recess)  
19 THE VIDEOGRAPHER: We are back on  
20 the record at 11:10 a.m.  
21 Q. (By Mr. Bostick) Mr. Cyrus, I think we  
22 discussed while we were off the record  
23 that you'd found a document that helped

1 Q. Okay. Prior to the September Murakami  
2 meeting, had you had any interaction with  
3 H.I. Kim?  
4 A. Yes.  
5 Q. Okay. Tell me about your interactions  
6 with him prior to that time.  
7 A. We had a weekly directors' meeting in  
8 which I was a participant. We had one  
9 other specific meeting with H.I. Kim. My  
10 Korean manager brought me a document  
11 written in Korean that expressed that  
12 production, which H.I. Kim was in charge  
13 of, had some difficulties with the  
14 supplier PPG regarding incorrect  
15 sequencing activities. And I had to take  
16 it up to Mr. Choi and with my other  
17 Korean manager and say, What is this?  
18 Because I don't speak Korean or read  
19 Korean. And he said, Mr. Choi, it's a  
20 formal report that he is having  
21 difficulty with the supplier and their  
22 sequencing activities.  
23 So we went -- I went with

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1 refresh your recollection when it was  
2 that you moved out of the house or  
3 approximately.  
4 A. Yes.  
5 Q. When -- when was your best recollection  
6 that you moved out of the house?  
7 A. End of May, June time frame, beginning of  
8 June, perhaps.  
9 Q. Now, I want to get us to the point of  
10 discussing the Murakami meeting in  
11 September of 2005.  
12 Prior to that time, when was  
13 your understanding as to when Mr. H.I.  
14 Kim arrived at the plant in Montgomery?  
15 A. My guess would be four to eight weeks  
16 prior to that.  
17 Q. Okay. And what was his title?  
18 A. He was chief operating officer, COO.  
19 Q. And would you report to him either  
20 directly or indirectly, or how would your  
21 position link to his?  
22 A. My -- you know, I didn't report to him  
23 directly.

1 Choi and my manager, my Korean manager,  
2 we talked to Mr. Choi -- I'm sorry -- we  
3 talked to H.I. Kim, and the appropriate  
4 actions that needed to be taken was to  
5 call PPG in.  
6 We had their top executive  
7 that dealt with the Hyundai account, we  
8 had the local Alabama sequencing quality  
9 manager and plant manager come in. We  
10 held the meeting, and we went over root  
11 cause analysis and corrective action to  
12 keep this from happening in the future.  
13 That was it. At that time, he had an  
14 interpreter also.  
15 Q. Okay. Did you have any other interaction  
16 with Mr. H.I. Kim prior to the Murakami  
17 meeting?  
18 A. No.  
19 Q. Any of those interactions with Mr. Kim  
20 where you and he had any type of  
21 disagreements or any reason for him to  
22 not get along with you?  
23 A. No.

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1 Q. Okay. At any point during the time that  
2 you worked at HMMA, or since leaving,  
3 have you ever heard of Mr. Kim, H.I. Kim,  
4 making any derogatory comments towards  
5 Americans because of their nationality?  
6 A. No.  
7 Q. What was J.Y. Choi's title at Hyundai?  
8 A. Director of purchasing, parts  
9 development.  
10 Q. Did he report to you?  
11 A. No.  
12 Q. All right. Did -- have you ever told  
13 anybody that he reported to you?  
14 A. No, I don't believe so.  
15 Q. When did Mr. Choi come to -- arrive at  
16 the plant?  
17 A. We probably worked together, prior to the  
18 Murakami in September, probably, what,  
19 four to five, six months, perhaps.  
20 Q. And how was he -- what were his -- what  
21 were his job responsibilities there in  
22 the purchasing department?  
23 A. He was also a director of purchasing for

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1 ever that I was aware of.  
2 Q. What was your understanding about how --  
3 what was going to be the process in these  
4 meetings or how it was coming about. Was  
5 it your understanding they were going to  
6 be on the weekly basis? And what was  
7 going to be the purpose of the meeting?  
8 A. Not until the meeting itself. And the  
9 purpose of the meeting was to go over  
10 supplier issues regarding quality or any  
11 other activity: commercial issues,  
12 vehicle-related issues, line stoppage.  
13 Q. And so it would be with the suppliers or  
14 could -- explain to me a little bit about  
15 how -- it's my understanding there's  
16 suppliers and then distributors. Is  
17 that --  
18 A. No.  
19 Q. Tell me --  
20 A. This is H.I. Kim's meeting and his  
21 brainchild, so this isn't something we  
22 had in place prior to him arriving. So  
23 you'd have to ask him what his intent

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1 parts development, and he was almost a  
2 mirror of my function in that he tried to  
3 focus on issues that he could help out as  
4 a liaison between Seoul and Montgomery.  
5 So he brought that to the table.  
6 Q. So, what would be the interaction between  
7 your position and his position?  
8 A. Well, we -- you know, most things were  
9 management by consensus by -- there were  
10 sign-off boxes. So we had to concur in  
11 every direction, sourcing activities.  
12 You know, we interfaced on a daily basis.  
13 A lot of documentation we would get would  
14 be in Korean, and he would help with that  
15 activity, obviously, with me.  
16 Q. So, what -- was this -- the meeting with  
17 Murakami, there was another supplier that  
18 was on the agenda that day as well?  
19 A. Yes, sir.  
20 Q. Tell me a little bit about what was  
21 the -- how -- it looks like these were  
22 weekly meetings that were taking place.  
23 A. This was the first meeting of this type

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1 was. But my understanding of the one  
2 meeting that did occur was to review, per  
3 his agenda, quality concerns that the  
4 factory had realized within the past week  
5 or month, and the suppliers to come in  
6 and give a presentation to address the  
7 root cause analysis, and, you know, to  
8 say what happened and what the cause was  
9 and how we could prevent it from  
10 occurring again.  
11 Q. And so Mr. Kim was going to be heading  
12 the meeting up?  
13 A. He did, yes.  
14 Q. Okay. Did you -- how -- how did you  
15 first become aware that the meeting was  
16 going to take place?  
17 A. We had a team-building activity with my  
18 group at a bowling alley in Montgomery.  
19 And Mr. Brian Hwang, who's one of my  
20 direct report managers in charge of  
21 plastic injection molding that would  
22 encompass outside mirrors, came to me and  
23 said, Rob, I need your support in a

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1 meeting with H.I. Kim. He is too high  
2 up. I cannot speak to him. I need your  
3 support to be fair and represent the  
4 supplier's side in the Murakami defect.  
5 That's the first I had ever heard of any  
6 Murakami defect issues.

7 So I told him that I would  
8 be glad to support it. And I told him,  
9 and I actually wrote an e-mail, that, you  
10 know, my role in this was to be neutral  
11 and present strictly the facts. And he  
12 said that's all he expected.

13 Q. What was his position again?

14 A. Manager, purchasing manager.

15 Q. Purchasing?

16 A. Purchasing manager, parts development.

17 And again, you know, the 25 Koreans,  
18 probably 15 of them are managers. So it  
19 doesn't mean that they manage people.

20 Q. So, what was your -- I guess, who were  
21 the different departments that were going  
22 to be represented at this meeting in  
23 terms of HMMA?

1 to coming to the meeting at a later point  
2 in the meeting?

3 A. I believe he was there from the  
4 beginning. You know, we had a large  
5 table, like this, that probably 25 people  
6 could sit at. And on the outskirts of  
7 the walls another 20 people could sit.  
8 And he was on the wall portion, because  
9 he didn't -- he didn't speak until later  
10 on when we talked about Glovis causing  
11 potential problems. I wasn't aware he  
12 was in there until then. He wasn't  
13 introduced. He wasn't on the agenda.

14 (The referred-to document was  
15 marked for identification as  
16 Defendants' Exhibit No. 5)

17 Q. (By Mr. Bostick) I ask you to identify  
18 Exhibit 5 for me, if you will.

19 A. These are meeting minutes that I was  
20 requested to make, demanded to make, for  
21 the first time ever being there three and  
22 a half years. And these are the actual  
23 presentation materials and agenda -- one

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1 A. Again, I didn't call the meeting; but  
2 what I observed there was quality,  
3 production, production control and  
4 purchasing, parts development.

5 Q. Okay. And -- and then you had the  
6 Murakami representatives there as well?

7 A. Yes, sir.

8 Q. And there weren't -- were there any  
9 representatives from Glovis?

10 A. Yes.

11 Q. Who was Glovis?

12 A. Who is Glovis?

13 Q. Yes.

14 A. Glovis is Hyundai Glovis. It's a company  
15 corporation-owned by Hyundai. It's a  
16 third party involved in internal material  
17 handling of goods within the plant.  
18 That's one of their capacities. They do  
19 many different things.

20 Q. Who was the representative there for  
21 Glovis?

22 A. I couldn't tell you.

23 Q. Okay. Was he the person that was called

1 of the agendas, because there's another  
2 one, for the quality meeting.

3 MR. STOCKHAM: There's something  
4 missing here from this  
5 document. I don't know if  
6 you have got it elsewhere.  
7 If you look at the last  
8 sentence on it, it says it  
9 attaches the actual meeting  
10 notes. And that was the last  
11 thing which you produced  
12 right behind this, three  
13 pages of handwritten notes.

14 MR. BOSTICK: Okay. Is it these  
15 right here?

16 MR. STOCKHAM: Yeah.

17 Q. (By Mr. Bostick) Let's go through what  
18 we've got, and then we'll get to these in  
19 a second. I think a lot of these are  
20 restated. So I'm clear, I'll go ahead  
21 and mark this as an exhibit.

22 (The referred-to document was  
23 marked for identification as

15 (Pages 54 to 57)

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1 Defendants' Exhibit No. 6)  
2 MR. STOCKHAM: That should be part  
3 of 5. You might just call it  
4 5-A.  
5 Q. (By Mr. Bostick) Can you identify  
6 Exhibit 6 for me, please?  
7 A. These are my actual minutes in my diary  
8 that I wrote as the meeting was  
9 occurring.  
10 Q. The meeting with Murakami?  
11 A. Yes, sir.  
12 Q. Okay. So looking at Exhibit 6 --  
13 A. Um-hum.  
14 Q. -- you say, I'm looking at what Brian  
15 told. What is the symbol there?  
16 A. Key.  
17 Q. What?  
18 A. It's a key. Like the key point.  
19 Q. Oh, okay. Tell me what that little --  
20 A. Brian Hwang told myself and Mr. Choi to  
21 talk strongly to H.I. Kim to be fair to  
22 the supplier.  
23 Q. Okay. Was that said during the meeting,

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1 Q. Now, looking at Exhibit 5 --  
2 A. Um-hum.  
3 Q. -- do you see the Bates number in the  
4 corner of the documents?  
5 A. Yes.  
6 Q. Can you identify this for me, by the  
7 Bates-number pages, the documents that  
8 were prepared by Murakami for their  
9 presentation during the meeting?  
10 A. Their letterhead is on here. It would be  
11 Bates No. 363, Page 1 through 7, as  
12 indicated in their page marks. That  
13 appears -- that appears to be their  
14 presentation.  
15 Q. Okay. And then was -- was this presented  
16 in the form of a PowerPoint, or how was  
17 it presented to --  
18 A. I can't recall if it was a slide or a  
19 PowerPoint. I think it was a PowerPoint.  
20 Q. How did you get this actual printout?  
21 Was there a handout as well?  
22 A. Yes.  
23 Q. Okay. Now, the first Page 2 of their

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1 or was that in a conversation prior to  
2 the meeting?  
3 A. A conversation prior to the meeting.  
4 Q. Okay. Now, I notice some discussion in  
5 your notes about you had gone out into  
6 the plant.  
7 A. Um-hum.  
8 Q. Was that the morning before the  
9 meeting?  
10 A. Yes.  
11 Q. Who did you -- who all did you speak with  
12 prior to that time. Not necessarily the  
13 substance of what you said, but who all  
14 did you talk to?  
15 A. Who did we take in the pre-meeting?  
16 Q. Yes.  
17 A. Paula Gonzales -- Gonsalves, Brian Hwang,  
18 Chris McClain, myself, the actual line  
19 workers that put the parts on the  
20 vehicle. I didn't get their names. I  
21 also talked to Ashley Frye, the head of  
22 assembly. I talked to Chris Susock, the  
23 head of quality. I talked to Choi.

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1 presentation, Document 364, discusses  
2 paint buff marks.  
3 A. Um-hum.  
4 Q. And it lists the description of the  
5 problem, cause of the problem and  
6 countermeasure.  
7 Okay. It looks like on the  
8 buff mark issues they say there was  
9 insufficient lighting in the Murakami  
10 plant. Tell me which discussion you  
11 recall about the insufficient lighting in  
12 the plant.  
13 A. I didn't speak about insufficient  
14 lighting. This was a presentation by  
15 Murakami to identify how they would think  
16 that a -- a defect got out of their  
17 plant.  
18 Q. Okay. What specifically did -- who -- do  
19 you recall what the name of the person  
20 from Murakami who was giving the  
21 presentation was?  
22 A. Let me look back to the notes here. I  
23 know there were three individuals there:

16 (Pages 58 to 61)



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1 Toru Komatsu, Mark McDonald and Glen  
2 Roberts. I believe Mark McDonald and  
3 Glen Roberts; it was one of the American  
4 colleagues.  
5 Q. Okay. Who was actually giving the  
6 presentation?  
7 A. Yeah, together. One was quality, and one  
8 was the account rep or sales  
9 individual.  
10 Q. Do you recall if Mr. Komatsu spoke in  
11 English, or was there --  
12 A. He spoke in English, yes.  
13 Q. Okay. Was there any translation going on  
14 between what was being said by Murakami  
15 representatives at the presentation?  
16 A. Murakami to Murakami?  
17 Q. Or was anybody translating to anybody  
18 during the meeting?  
19 A. Translating, no.  
20 Q. Okay.  
21 A. You know --  
22 Q. Was someone translating so Mr. Kim could  
23 understand what was being translating

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1 picture somewhere before and after.  
2 Q. Do you recall if there was any discussion  
3 by Mr. Kim about this lighting issue?  
4 A. He made a comment about how long they had  
5 been in business providing mirrors, and  
6 shouldn't -- shouldn't lighting be a  
7 fundamental requirement to -- for an  
8 effective product or good product.  
9 THE VIDEOGRAPHER: Two minutes  
10 left on tape.  
11 Q. (By Mr. Bostick) And then what was the  
12 response from the Murakami representative  
13 at that point or that question?  
14 A. They agreed.  
15 Q. Well, and Mr. Kim's point, as I  
16 understand it, was, this a basic quality  
17 issue to have insufficient lighting in  
18 the plant. And the question was, how can  
19 you be in business for 60 years with a  
20 basic quality issue like that. Is that  
21 just his general point he was making?  
22 A. Yes, sir.  
23 Q. And what response, if any, did they

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1 from English to Korean?  
2 A. In some cases, yes.  
3 Q. Okay. Who was the person doing the  
4 translating?  
5 A. Jason Chi.  
6 Q. Okay. And what was Jason Chi's title?  
7 A. He was new to the organization. We later  
8 found out that he was a quality  
9 manager.  
10 Q. Okay.  
11 A. I don't know if he's senior manager or  
12 manager. He came from Toyota.  
13 Q. Okay. So, what do you recall the  
14 Murakami representative saying about  
15 insufficient lighting in their plant and  
16 the steps to improve that?  
17 A. Nothing more than what's indicated here;  
18 that they needed to improve the  
19 lighting.  
20 Q. Do you recall them saying -- it looks  
21 like they're saying they are -- that they  
22 did install additional lighting?  
23 A. I believe that's correct. There's a

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1 provide to that?  
2 A. They -- like I said, they agreed that  
3 that was a fundamental, and they had put  
4 a countermeasure in place to correct  
5 it.  
6 Q. Okay. And so the buff marks, you know, I  
7 understand you got insufficient lighting.  
8 What exactly is a buff mark?  
9 A. You know, I'm not a paint engineer. A  
10 buff mark, to my novice understanding,  
11 would be after paint process, there's a  
12 blemish that would be deemed to be  
13 repairable in Murakami, so they would  
14 buff the mirror to get it within the  
15 inspection parameters agreed to by  
16 Hyundai and Murakami in the contract.  
17 Q. Okay. But clearly, Murakami is saying  
18 this is an issue at our manufacturing  
19 plant that we're working to resolve;  
20 right?  
21 A. That was one of the -- his feelings at  
22 the time.  
23 Q. The buff marks?

17 (Pages 62 to 65)

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1 A. Right.  
2 Q. There's nothing in regards to the buff  
3 marks that says there is any issue with  
4 Glovis; correct?  
5 A. I don't believe so.  
6 MR. BOSTICK: Okay. Why don't we  
7 change tapes now.  
8 THE VIDEOGRAPHER: All right.  
9 This in the end of the Tape  
10 No. 1 in the deposition of  
11 Robert Cyrus to be continued  
12 on Tape No. 2. We're going  
13 off the record at 11:33 a.m.  
14 (Short recess)  
15 THE VIDEOGRAPHER: This is the  
16 beginning of Tape No. 2 in  
17 the deposition of Robert  
18 Cyrus. We're going on the  
19 record at 11:37 a.m.  
20 Q. (By Mr. Bostick) We'd just finished  
21 looking at the first point on the  
22 Murakami presentation of the buff marks  
3 which they'd identified the need for

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1 additional lighting in their  
2 manufacturing facility. Do you have any  
3 knowledge as to where that manufacturing  
4 facility was located?  
5 A. I believe it's in Kentucky.  
6 Q. Okay. Then the second point, Bates No.  
7 366, or Page 407 on the Murakami  
8 presentation, is bag marks.  
9 A. Um-hum.  
10 Q. Do you recall there being some discussion  
11 about there being insufficient cure time  
12 for the parts at that point in the  
13 discussion?  
14 A. Yes.  
15 Q. Okay. Explain to me what cure time is.  
16 A. It's just like with the spray-paint can.  
17 It's the time it takes for the paint to  
18 harden to a handable (sic) -- if that's a  
19 word -- form which would be appropriate  
20 in which they could place in it  
21 returnable package.  
22 Q. Okay.  
3 A. That's to dry basically.

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1 Q. And so this is -- my understanding is the  
2 paint not sufficiently hardened because  
3 of an insufficient cure time, and it's  
4 being placed in some form of packaging,  
5 and the packaging and the packaging is  
6 causing the marks because the paint is  
7 not properly cured. Is that your  
8 understanding of what the problem was?  
9 A. Yes, sir.  
10 Q. Okay. And what does -- what does this  
11 mean -- what do they propose when they  
12 say the countermeasure was stabilizing  
13 cure time?  
14 A. I'm not really sure. You know, one of  
15 the reasons they have the cure time  
16 difficulty, from my understanding of the  
17 explanation in talking to Harry Chase,  
18 who was the production control manager --  
19 he's the one that would indicate to them  
20 the schedule and how frequently they  
21 needed to deliver line side into the  
22 plant. We changed our production  
23 schedule in a dramatic fashion above and

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1 beyond what we'd given to them in  
2 writing.  
3 So this new cure time had to  
4 be -- the cure time problems occurred  
5 when they rechanged the schedule and  
6 didn't allow for their process to keep  
7 pace, so they had to -- they couldn't  
8 allow them to cure appropriately.  
9 Q. So, where -- where is that referenced in  
10 their countermeasures?  
11 A. I don't think it's referenced in their  
12 countermeasures.  
13 Q. Murakami didn't -- did Murakami  
14 identify --  
15 A. That's not a countermeasure; that's one  
16 of the causes of why they're running into  
17 shipping parts that aren't fully cured,  
18 because we changed the schedule on  
19 them.  
20 Q. Did Murakami identify that as one of the  
21 causes in the root cause?  
22 A. They identified it in the meeting.  
23 Q. Under the document, the presentation?

18 (Pages 66 to 69)

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1 A. I don't see it in writing, no, sir.  
2 Q. But let me -- I'll ask it again: Along  
3 with the buff marks we saw earlier, this  
4 is a problem with cure time that's  
5 occurring in the manufacturing plant of  
6 Murakami; correct?  
7 A. Yes, sir.  
8 Q. And so, there's a picture of the  
9 container, and dunnage should be  
10 modified. That's Bates No. 367.  
11 A. Um-hum.  
12 Q. Do you recall what discussion there was  
13 about modifying the container and  
14 dunnage?  
15 A. There was discussion to take it to the  
16 three-mirror format from the five-mirror  
17 format. That's the only thing that we --  
18 that we -- that's all we talked about,  
19 you know. We didn't think either one of  
20 the formats would be acceptable. The bag  
21 mark was caused from putting the shipping  
22 bag on the mirror before it cured  
3 properly and completely.

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1 Q. Okay. And then the next point listed is  
2 poor heat staking of inside bush nut.  
3 What do you recall being  
4 discussed on that point?  
5 A. I don't think we got to that point.  
6 Q. Did Mr. Kim end the meeting prior to that  
7 time?  
8 A. He walked out of the meeting after saying  
9 something -- screaming in Korean twice.  
10 Q. Again, this looks to be a presentation on  
11 some, in this case, machine malfunction  
12 or human error there at the Murakami  
13 Manufacturing Plant. Is that your  
14 understanding?  
15 A. I don't have an understanding of it  
16 because they didn't go over it.  
17 Q. So you're not able to read this document  
18 and, with your experience in the  
19 automotive industry, gain an  
20 understanding and opinion as to whether  
21 or not they were referring to a problem  
22 there in their own plant?  
3 A. I would agree with you that this would be

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1 a problem within their own plant, yes.  
2 Q. So, have we looked over the complete  
3 documents that Murakami represented and  
4 prepared for their presentation at the  
5 meeting?  
6 A. As far as I'm aware.  
7 Q. Okay. And nowhere in those documents do  
8 they address this issue of scratch marks  
9 being caused at Glovis; correct?  
10 A. Well, on the agenda right there, it says,  
11 Scratches, and it says downtime. This  
12 was sent to Murakami: Be prepared to  
13 discuss these issues.  
14 Q. Tell me what document are you --  
15 A. 362.  
16 Q. Okay. And this is not a document  
17 prepared by Murakami?  
18 A. No, it's not.  
19 Q. My question is this: We just looked at  
20 Murakami's presentation. Take your time  
21 and look over it, and tell me if there is  
22 a single word anywhere in their  
23 presentation about scratch marks caused

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1 at Glovis.  
2 A. Scratch marks caused at Glovis?  
3 Q. Yes.  
4 A. No.  
5 Q. Okay. Now, the issue that Mr. Hwang  
6 spoke to you about was downtime that had  
7 been caused in the plant previously; is  
8 that correct?  
9 A. I wouldn't identify it at that point. It  
10 was a number of Murakami quality issues.  
11 Q. Okay. And --  
12 A. Including the three indicated buff marks,  
13 bag marks, scratches, craters and wind  
14 noise.  
15 Q. So, when you went out in the plant and  
16 talked to the team members, did you  
17 determine -- did you see for yourself  
18 some of these items that had buff marks  
19 or bag marks?  
20 A. No. Those were in a quarantine area.  
21 Q. Okay. Do you know how many of those  
22 items there were?  
23 A. How many of which items?

19 (Pages 70 to 73)

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1 Q. First, how many defective products had  
2 been sent with buff marks.  
3 A. I don't know specifically with the buff  
4 marks.  
5 Q. Okay. Do you know with regard to bag  
6 marks?  
7 A. No.  
8 Q. Do you know with regard to scratch  
9 marks?  
10 A. No.  
11 Q. Okay. So, what do you know about the  
12 composition of the defective products  
13 that you were looking at the morning in  
14 the pre-meeting?  
15 A. There were 280-some parts involved.  
16 250-some were deemed to be acceptable.  
17 So the operators pulled them off saying,  
18 This is suspect. But when the final  
19 determination was made, it was, These  
20 were acceptable to go on the vehicle.  
21 The other remaining ones  
22 were typically the scratch marks, which  
23 were gouges. I mean, all the way down to

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1 happening either at the Murakami plant in  
2 the manufacturing process or in the  
3 placement into the container; correct?  
4 A. Yes, all at the Murakami -- that's all  
5 their responsibility, yes.  
6 Q. Then the scratch mark is an issue that's  
7 happening once the items are shipped from  
8 the plant to Glovis and they're being  
9 removed by Glovis employees at that  
10 point; is that correct?  
11 A. Well, they're handled by a number of  
12 employees. I mean, I don't know the  
13 specific details, but they come in to our  
14 plant. I don't know if a Hyundai person  
15 receives it or a Glovis person receives  
16 it. They go from returnable packaging,  
17 and they're supposed to be sequenced,  
18 like I need a red one, and a green one  
19 and a blue one to match the vehicles  
20 coming down the line. Glovis'  
21 responsibility was that sequencing  
22 activity.  
23 So they were taking them out

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1 the raw material. So these were not in  
2 the same category. These were products  
3 that I don't feel any supplier would ship  
4 in that -- that flagrant-type defect.  
5 Q. Okay. And what was your understanding  
6 about how the scratches were occurring?  
7 A. We went through the process from receipt  
8 of goods into the plant from the Murakami  
9 truck or our prescribed trucking. They  
10 were taken out of the returnable  
11 packaging indicated on Bates No. 367, and  
12 Glovis was taking them and stacking them  
13 in an empty tote, like a milk crate, on  
14 top of each other.  
15 Q. Okay. So --  
16 A. So in the pre-meeting, quality agreed,  
17 production agreed, purchasing agreed, Mr.  
18 Choi and I and Hwang and the supplier,  
19 that this was a Glovis handling issue.  
20 Q. The scratch marks.  
21 A. Yes. Yes.  
22 Q. Okay. So -- so I'm clear, the buff  
23 marks, the bag marks are issues that are

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1 of the returnable packaging and getting  
2 them lined up for the cars coming down  
3 the line correctly and stacking them  
4 inappropriately in their own admission.  
5 Q. So there's -- so I'm clear, there's not  
6 an intermediary Glovis facility where the  
7 items are shipped.  
8 A. No, sir. It's just Glovis employees in  
9 the Hyundai plant.  
10 Q. Okay. But there is a Glovis facility  
11 here in Montgomery that's located near  
12 the plant?  
13 A. Yes.  
14 Q. But these Glovis employees would actually  
15 work on site at Hyundai?  
16 A. Yes.  
17 Q. Okay.  
18 A. Both.  
19 Q. Okay. Do you recall if the Murakami  
20 mirrors would be shipped first to that  
21 Glovis facility, or would they be shipped  
22 directly to Hyundai?  
23 A. I don't know. I believe direct.

20 (Pages 74 to 77)



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1 Q. Okay.  
2 A. I don't know.  
3 Q. Okay. So you say, the last sentence on  
4 Page 357, you say -- well, I guess  
5 you're -- let's look at the last two  
6 sentences.  
7 A. Okay.  
8 Q. You say: She stated there really hasn't  
9 been much of any difficulty with the  
10 mirrors and the only thing that has been  
11 occurring is occasional severe gouges or  
12 scratches all the way down to the plastic  
13 raw material, not light scratches.  
14 A. Um-hum.  
15 Q. Do you recall the name of this HMMA team  
16 member who told you this?  
17 A. No.  
18 Q. I mean, do you know what her job or title  
19 would be?  
20 A. Her job is -- her title is team member,  
21 and her job is to put parts on the  
22 vehicle in assembly. She may be rotated.  
23 She may -- my job is not to interrogate

1 Q. So, do you know -- my understanding is  
2 you talked to some of these people on the  
3 line and gained an understanding about  
4 these scratch mark issues. I mean, what  
5 investigation, if any, did you do to look  
6 into how big a problem the buff marks or  
7 the bag marks were?  
8 A. Well, that's kind of misstated there. We  
9 went there to find out what the defects  
10 were. And at that point, we didn't know  
11 if they were scratch, buff or bag.  
12 Q. Okay. So --  
13 A. I asked her, what -- what -- how's  
14 Murakami doing? You know, what type of  
15 supplier? Then she indicates, They're --  
16 as stated here, They're generally a good  
17 supplier. The only thing we see is  
18 severe gouges and scratches all the way  
19 down to the plastic raw material.  
20 So you need to understand  
21 also that there's another party involved  
22 in the sequence called QLS, which Chris  
23 Susock is responsible for, in the

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1 her. She was very helpful.  
2 Q. Right. Did you ask her about buff marks  
3 or bag marks?  
4 A. I asked her in general what quality  
5 defects she'd seen from Murakami.  
6 Q. I mean, prior to your pre-meeting, I  
7 guess you had had this -- would you have  
8 had the agenda we listed as 362?  
9 A. I may have. I couldn't tell you for  
10 sure. I know there's another one that  
11 shows occurrence -- it says 341. So  
12 that's why I'm saying this is not the  
13 complete documentation. I've seen that  
14 yesterday when we reviewed documents.  
15 Q. What is -- what are you referring to?  
16 A. There's a document that's also an agenda  
17 for the H.I. Kim quality meeting which  
18 says, Murakami Downtime; and it's also,  
19 under an Occurrence heading, says 341.  
20 Q. Some specific number of items?  
21 A. Right.  
22 Q. Okay.  
23 A. Yes.

1 quality, which he's aware prior to the  
2 meeting that this is an internal issue.  
3 QLS, I believe, is the party that  
4 rejected the mirrors as an interim  
5 inspection stage.  
6 Q. Okay.  
7 A. So --  
8 Q. So the parts come in, and QLS will review  
9 the parts before they get sent --  
10 A. Case by case, depending on quality's  
11 direction.  
12 Q. What do you mean "case by case"?  
13 A. I mean, we have 2,000 SKU's, or part  
14 numbers, that come in and items for 1,375  
15 vehicles a day. So it's not practical to  
16 run an assembly plant looking at every  
17 part. Suppliers provide parts that meet  
18 our specifications and no inspection's  
19 required.  
20 If quality has had  
21 experience in the past with a specific  
22 problem, they may assign like a third  
23 party, like QLS. They will see some lug

21 (Pages 78 to 81)

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1 nuts with corrosion. Let's -- let's  
2 inspect those for a period of time. But  
3 that's up to Susock's discretion or his  
4 department or Kwak or Jason Lee, and  
5 they're all aware of that at the  
6 pre-meeting.  
7 Q. Did -- did Mr. Susock attend the  
8 pre-meeting?  
9 A. No. No, but we spoke to him afterwards,  
10 the quality people with us.  
11 Q. Who from quality control attended the  
12 pre-meeting?  
13 A. Paula Gonsalves.  
14 Q. Was that two names, or is that --  
15 A. I'm sorry. It's right here. It's on  
16 Bates No. 358. HMMA parts quality, Ms.  
17 Paula Gonsalves.  
18 Q. What did Ms. Gonsalves tell you about her  
19 understanding about rejected Murakami  
20 parts?  
21 A. She'd had conversations with Murakami.  
22 They wanted to address all of the  
23 defects. I mean, we all went on this

1 know if it had gone to QLS.  
2 Q. So the team member has no idea on --  
3 A. Typically it's not required for parts to  
4 go through an interim inspection. That's  
5 a double handling.  
6 Q. Well, but the team member on -- on -- on  
7 the line --  
8 A. Um-hum.  
9 Q. -- doesn't know what parts are being  
10 pulled out upstream for defective issues;  
11 correct?  
12 A. Right.  
13 Q. Okay.  
14 A. Typically. I'm not the quality person.  
15 Q. Okay.  
16 A. That would be my thought on that issue.  
17 Q. Okay. So you can't really rely on just  
18 what the team member on the line is  
19 telling you about the concerns with the  
20 parts as much as you need to figure out  
21 what quality the QLS is seeing?  
22 A. That's why quality is involved. They're  
23 -- they're -- they're involved in the

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1 investigation together, this discovery  
2 phase.  
3 Q. I guess, did she say anything about buff  
4 marks or bag marks during your  
5 discussions with her in the pre-meeting  
6 phase?  
7 A. The pre-meetings were, you know, at  
8 the -- at the line side. The  
9 pre-meetings, we went to the conference  
10 room and we talked about the issues and  
11 then we went to the line side.  
12 Q. Well, I guess if a quality -- if QLS  
13 reviews a case with mirrors --  
14 A. Um-hum.  
15 Q. -- and finds that every mirror in the  
16 case has a buff mark on it and is not  
17 usable, would the person who's sitting on  
18 the line, the team member, ever have any  
19 knowledge that that had even happened?  
20 A. That -- I'm sorry. That it had gone to  
21 QLS?  
22 Q. They would know it had to Q --  
23 A. No, they wouldn't know. They wouldn't

1 interface to QLS. They trigger QLS, and  
2 they stop QLS.  
3 Q. Well, that's my question is, did Paula  
4 Gonsalves, at any point in y'all's  
5 pre-meeting, talk about buff marks or bag  
6 marks and what was being pulled out of  
7 the pool for those two issues?  
8 A. No. Not specifically.  
9 Q. Did you ask her about those?  
10 A. No. We talked about buff marks and bag  
11 marks and scratches in general.  
12 Q. Do you have any idea why you sit here  
13 today -- as you sit here today, why the  
14 Murakami representatives preparing their  
15 presentation had nothing in their agenda  
16 to discuss the scratch mark issues?  
17 A. No. They were involved with us the  
18 meeting -- the morning of the meeting,  
19 and that's -- you know, we talked about  
20 scratch marks with them at that point  
21 also.  
22 They talked about that we  
23 had returned parts to them that had been

22 (Pages 82 to 85)

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1 run over by a fork truck and tried to  
2 charge them for them. So they were  
3 flagrant returns that could not have  
4 occurred at Murakami, and they -- they  
5 didn't want to be penalized for that, for  
6 line stoppage on a part that we had run  
7 over with a forklift.  
8 Q. And you had no reason why that was not a  
9 slide presented as part of their  
10 presentation in the meeting.  
11 A. I had no idea. I had not seen the  
12 materials prior to that.  
13 Q. Okay. So, what Murakami representatives,  
14 if any, were involved in this -- this  
15 pre-meeting that you had?  
16 A. We had Glen Roberts.  
17 Q. Okay. Did he tell you anything about bag  
18 marks or buff marks?  
19 A. We talked about all three categories.  
20 Q. What did he tell you about bag marks?  
21 A. One of the discussions was, every party  
22 was unclear at that point if they were  
3 truly buff marks or they were bag marks.

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1 Because they can appear the same,  
2 apparently.  
3 Q. Did -- did he -- did you and he have any  
4 discussion specifically about this  
5 downtime charge?  
6 A. Yes.  
7 Q. Tell me what that discussion was.  
8 A. That discussion was simply that they were  
9 to address the downtime in the meeting.  
10 That's why it was on the agenda, H.I.  
11 Kim's agenda. And they didn't feel that  
12 the -- the majority of the problems were  
13 not Murakami's fault. And they wanted  
14 fair and ample time just to present their  
15 facts.  
16 Q. If -- if -- if -- my understanding is  
17 that there is -- what you have in here  
18 is, you know, you have 163 minutes, and  
19 there is a dollar amount sign. Who is  
20 the person or entity within HMMA that  
21 draws the conclusion that a supplier  
22 should be assessed that charge for  
3 downtime?

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1 A. Operations.  
2 Q. How would -- would QLS be involved in  
3 that as well?  
4 A. No, not to my knowledge.  
5 Q. I mean, I assume that when you say  
6 operations, are you talking about, for  
7 example, Mr. Kim as being chief of  
8 operations?  
9 A. Kim and Kalson.  
10 Q. Okay. And so --  
11 A. Probably Susock also since it's a quality  
12 problem.  
13 Q. Well, that's what I am wondering is, is  
14 there a standard process for -- you know,  
15 obviously the line shuts down, you know  
16 that. And then if it's a quality parts  
17 issue, I guess Susock is going to be the  
18 one who is first alerted to that issue?  
19 A. He or members within his team.  
20 Q. Okay. And so, will they then make a  
21 report to say, Here is what we found is  
22 the cause of this downtime, and then, you  
23 know, there will be some kind of

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1 determination made on that end?  
2 A. He, along with operations, because  
3 operations tracks the downtime. That's  
4 their baby.  
5 Q. Would you -- would you have any  
6 involvement in the entire process of  
7 examining the downtime issue and making  
8 an assessment of downtime penalty or, for  
9 lack of a better word --  
10 A. I just get the facts as represented from  
11 Hyundai.  
12 Q. Okay. So, but you don't make that  
13 determination, you don't go review the  
14 parts that are --  
15 A. Case by case.  
16 Q. You do?  
17 A. Case by case, if needed.  
18 Q. If needed?  
19 A. I wasn't asked to do it in this case.  
20 Q. After the downtime penalty -- I'm asking  
21 as the downtime issue was addressed in  
22 the initial process.  
23 A. Purchasing is the window to the supplier.

23 (Pages 86 to 89)

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1 So if there's any commercial activities  
2 that have to take place between Hyundai  
3 Motor Manufacturing of Alabama and the  
4 supplier, it has to go through  
5 purchasing.  
6 Q. And here you had a downtime assessment  
7 that a supplier spoke to you about and  
8 said we're not happy with; correct?  
9 A. I didn't say they weren't happy with it.  
10 They said they wanted to review the facts  
11 on the table.  
12 Q. And that was your first involvement in  
13 this downtime issue.  
14 A. No; my first involvement was Brian Hwang  
15 at the bowling alley telling me, I need  
16 you to go and support me in this meeting  
17 tomorrow.  
18 Q. Okay. And -- and Brian Hwang is not in  
19 QLS; correct?  
20 A. No, he works for me. Parts development.  
21 Q. Okay. So parts development -- were you  
22 ever aware of a situation where parts  
development assessed a penalty for

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1 downtime in the plant?  
2 A. Yes.  
3 Q. Who did they make that assessment with?  
4 A. Smart, the company. Shin Junk (sic);  
5 it's done in Korea.  
6 Q. What was -- what was that related to?  
7 A. They provide metal stamping components,  
8 like floors and fire wall and other  
9 various components. One case I can  
10 remember, they -- they had to put on weld  
11 studs that help us secure the parts on  
12 the vehicle. And we had a missing weld  
13 studs issue. We had cold welds also with  
14 them. So when the parts arrive at line  
15 side and the workers are ready to put  
16 them on and they can't see what they  
17 build because of the parts quality,  
18 that's -- purchasing gets a call  
19 typically immediately.  
20 Q. So, but your -- but your first knowledge  
21 on this particular instance, you were  
22 bowling with Mr. Hwang the night  
23 before?

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1 A. I was bowling with the whole team. It's  
2 a team-building activity.  
3 Q. Okay. The whole parts development  
4 team?  
5 A. Yes.  
6 Q. Okay.  
7 A. And supplier development. My whole  
8 group.  
9 Q. Okay. Approximately how many people  
10 would have been there?  
11 A. There is 50 in the department, including  
12 myself and Mr. Lee and Mr. Hyun. And I  
13 couldn't tell you -- 35 people were  
14 there?  
15 Q. Okay. So --  
16 A. 40?  
17 Q. And I think you said your explanation to  
18 him was you would look into it the next  
19 morning, and then you would take a  
20 neutral stance during the meeting?  
21 A. Absolutely.  
22 Q. Okay. Now, who coordinated this  
23 pre-meeting, for lack of a better word?

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1 A. Brian Hwang and Chris McClain.  
2 Q. Okay. What is Chris McClain's title?  
3 A. He's assistant of purchasing, parts  
4 development.  
5 Q. Who contacted Paula Gonsalves to  
6 attend?  
7 A. I think Chris and Hwang.  
8 Q. Okay. Do you know if anybody called  
9 Chris Susock to see if he could  
10 participate?  
11 A. I don't know. He was informed after the  
12 determination was made.  
13 Q. What determination was made?  
14 A. That we thought we had three problems:  
15 buff marks, bag marks and scratches.  
16 Q. Okay.  
17 A. And he concurred that the scratches were  
18 an internal Hyundai handling issue with  
19 Glovis.  
20 Q. He said, Facts presented in the  
21 pre-meeting with HMMA quality and parts  
22 development showed of the 282 mirrors  
23 returned -- I'm sorry. I'm looking at

24 (Pages 90 to 93)



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1 Page 358.  
2 A. Okay.  
3 Q. So, of the 282 mirror that were returned,  
4 251, 80 percent, were good and  
5 acknowledged so by HMMA QC.  
6 A. Uh-hum.  
7 Q. How did you come to that understanding?  
8 A. That was presented in the meeting.  
9 Q. The pre-meeting?  
10 A. No, in the meeting.  
11 Q. It says this was the facts presented in  
12 the pre-meeting.  
13 A. Well, you know, let me read this again.  
14 The facts presented in the pre-meeting  
15 with HMMA Quality and Parts Development  
16 showed of the 282 mirrors returned as  
17 defective, 251 were good and acknowledged  
18 so by HMMA QC.  
19 Yeah, that's correct.  
20 Q. I mean, what were you looking at to make  
21 that determination?  
22 A. I didn't make that determination.  
23 Susock's department made that

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1 you don't come up with a number like 282  
2 from an arbitrary word of mouth. This is  
3 based on defect material tags.  
4 Q. I mean, so -- well, that's what I asked.  
5 Was there some specific documentation  
6 that you reviewed to get you these  
7 numbers?  
8 A. I don't recall looking at 282 defect  
9 material tags. I -- probably  
10 Ms. Gonsalves told us the count. That's  
11 her responsibility.  
12 Q. And so you heard it word of mouth from  
13 Ms. Gonsalves. You didn't see any  
14 reports or specific document that gave  
15 you these numbers; is that correct?  
16 A. Well, we saw the actual parts and the  
17 defective material tags.  
18 Q. Did you see a report that listed out a  
19 classification?  
20 A. I don't recall.  
21 Q. Okay. It says, The remaining 31 parts  
22 were either were either handling damage  
23 caused by Glovis or defects caused by

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1 determination.  
2 Q. Okay.  
3 A. He and Kwak.  
4 Q. How did you learn --  
5 A. And Chi.  
6 Q. -- that Chi -- is Chris Susock a  
7 female?  
8 A. No.  
9 Q. How -- what information was conveyed to  
10 you to lead you to put this in the  
11 statement is what I'm asking? Was it --  
12 did Paula Gonsalves tell you this?  
13 A. I don't remember who told me. You know,  
14 we had that internally as parts that were  
15 quarantined, and of the parts that were  
16 quarantined, which ones were deemed to be  
17 acceptable.  
18 Q. Did you look at any documentation on  
19 this?  
20 A. No, I don't recall that.  
21 Q. So this is -- your basis for this  
22 statement is word of mouth?  
23 A. No, it's based on factual -- you know,

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1 Murakami's packaging format previously  
2 approved by HMMA Production Control in  
3 writing.  
4 What was the issue with the  
5 packaging format?  
6 A. That's the bag mark issue again.  
7 Q. So the bag mark issue by Murakami's  
8 representative's representation is being  
9 caused by the incorrect curing time;  
10 right?  
11 A. Yes.  
12 Q. Okay. Who is telling you that it's the  
13 packaging format?  
14 A. Who's telling me that it's the packaging  
15 format?  
16 Q. Yes. I mean, where did you gain this  
17 knowledge that that was an issue with the  
18 remaining -- some of the remaining 31  
19 parts?  
20 A. The -- from my recollection, there was  
21 two bags. There was a plastic bag, like  
22 a Ziploc bag. And then it went to a  
23 tie-back-type bag. That was a format

25 (Pages 94 to 97)

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1 change in the packaging.  
2 Q. Did anybody during this pre-meeting  
3 mention incorrect curing time as an  
4 issue?  
5 A. I don't recall.  
6 Q. Okay. Did you have any discussions in  
7 the pre-meeting about the improper  
8 lighting?  
9 A. I don't -- I don't believe so.  
10 Q. Okay.  
11 A. I don't recall.  
12 Q. You say Mr. Roberts was in this meeting  
13 from Murakami?  
14 A. Uh-huh.  
15 Q. Did he make mention of any of the points  
16 during this pre-meeting that are  
17 identified in the Murakami presentation  
18 that we looked at previously?  
19 A. Say that again, please.  
20 Q. Yeah. The Murakami -- we looked at the  
21 Murakami --  
22 A. Presentation.  
23 Q. -- presentation that had buff marks, bag

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1 A. And packaging.  
2 Q. Well, the issue with the packaging, as  
3 they explained, was because there was  
4 improper cure time when it's being placed  
5 in the package that was causing --  
6 A. There's two animals: One was the plastic  
7 bag, and one was a tie-back bag, and one  
8 was that, with either bag, that the cure  
9 time hasn't been reaching beyond that  
10 sticking problem.  
11 Q. Okay. So, is there anything about the  
12 packaging format that you could have  
13 changed that would have solved the  
14 problem of the cure time issue?  
15 A. No.  
16 Q. Okay. So, you -- did you -- did you draw  
17 any conclusions prior to going in the  
18 meeting that led you to decide to take a  
19 different position than just remaining  
20 neutral, as you had said earlier?  
21 A. No. I mean, in the meeting, the only  
22 approach was to present the facts.  
23 That's the intent of the meeting.

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1 marks and something with the nut that  
2 y'all didn't get to --  
3 A. (Witness nods head)  
4 Q. -- the countermeasures of lighting and  
5 then the countermeasures of correcting  
6 the cure time and also proposing a  
7 different packaging. Were any of those  
8 items brought up by Mr. Roberts in the  
9 pre-meeting as concerns with some of the  
10 defective products?  
11 A. I think so.  
12 Q. Okay. Would you agree with me that your  
13 statement that the packaging formatting  
14 was causing the problem is inconsistent  
15 with Mr. -- with the Murakami  
16 presentation statement that those buff  
17 marks were being caused by improper  
18 curing?  
19 A. Can you say that again, please.  
20 Q. Yeah. The problems that Murakami  
21 identified on their end in the plant  
22 were, one, improper cure time; and two,  
23 improper lighting.

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1 If the facts are that it's a  
2 bag issue or a cure issue, the facts  
3 present themselves, and are concurred  
4 with with quality, production, production  
5 control that, yes, we agree, and the  
6 scratches we agree, I mean, that's the  
7 facts that we know at that point through  
8 root cause analysis concurred by parties  
9 in the meeting.  
10 Q. So is there anywhere in your memorandum  
11 that we're looking at, Exhibit 5 -- is  
12 there anywhere in your memorandum where  
13 you identify any statements that Mr. Choi  
14 made during the meeting?  
15 A. On Bates No. 358, last paragraph, first  
16 line: Murakami and Parts Development --  
17 Choi and myself -- attempted to intervene  
18 to clarify the facts with an open  
19 dialogue.  
20 Q. Did you just -- you added in the words  
21 "Choi" and "myself." Do you mention Mr.  
22 Choi in the document?  
23 A. I don't mention myself either.

26 (Pages 98 to 101)

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1 Q. Okay. My question is simply: Did you  
2 identify in this document anywhere where  
3 you attribute any statement made by Mr.  
4 Choi?  
5 A. Yeah. Parts development is Choi.  
6 Q. Mr. Choi by name. How many people did  
7 you tell me earlier are in parts  
8 development?  
9 A. How many are in parts development?  
10 Q. Didn't you say it's more than 50?  
11 A. No, it's about 40.  
12 Q. Okay.  
13 A. Ten of them are in supplier -- quality  
14 supplier development, under me, but it's  
15 a different area. Parts development in  
16 this meeting in conversations were Choi  
17 and myself and Mr. Hwang and  
18 Mr. McClain.  
19 MR. BOSTICK: Can you read back my  
20 question? I don't think that  
21 that got answered.  
22 THE COURT REPORTER: Before didn't  
23 you say it's more than 50.

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1 MR. BOSTICK: No, the one before  
2 that about Mr. Choi.  
3 (Record read as follows:  
4 "Question: Did you - you added  
5 in the words 'Choi' and  
6 'myself.' Do you mention Mr.  
7 Choi in the document?")  
8 THE WITNESS: Mr. Choi isn't  
9 mentioned in the document.  
10 Q. (By Mr. Bostick) I guess my more specific  
11 question is, is there anywhere in your  
12 memorandum, that we labeled as Exhibit 5,  
13 where you specifically attribute any  
14 statement in the Murakami meeting to J.Y.  
15 Choi?  
16 A. No. Nobody's mentioned specifically from  
17 parts development in this, in Exhibit  
18 5.  
19 Q. I ask the same question with regard to  
20 Exhibit 6.  
21 A. Exhibit 6.  
22 I'm sorry. Do you have a  
23 question with Exhibit 6?

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1 Q. My question is: Is there anywhere in  
2 Exhibit 6 where you make a notation where  
3 you specifically identify made -- a  
4 comment made by Mr. Choi at the Murakami  
5 meeting?  
6 A. No.  
7 Q. Okay.  
8 At the bottom, can you read  
9 for me what -- what your notation is? It  
10 looks like you say, H.I. Kim yelling and  
11 throwing paper.  
12 Do you see that?  
13 A. Uh-huh.  
14 Q. And it says, Very unprofessional.  
15 Everyone uncomfortable. Is that, H.I.  
16 Kim yelled at me?  
17 A. At Murakami -- "M" is Murakami -- to  
18 behave themselves.  
19 Q. And it says, Glovis will come to meeting  
20 now to address.  
21 A. Um-hum.  
22 Q. Does your refresh your recollection about  
23 whether or not there was a Glovis

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1 representative there?  
2 A. Glovis was, like I mentioned to you, they  
3 were in the meeting, but they were not  
4 sitting at the presentation table.  
5 They were along the wall. So I don't  
6 know if somebody called them at the  
7 beginning of the discussion or if they  
8 had been sitting in the room with 50, 35,  
9 whatever, the whole time.  
10 Q. I mean, do you recall that there was some  
11 discussion to call a Glovis  
12 representative to come to the meeting?  
13 A. Yes. Glovis will come to meeting now to  
14 address.  
15 Q. But it's your testimony, to the best of  
16 your recollection, that there were Glovis  
17 representatives already in the meeting  
18 prior to --  
19 A. I don't know if they were already in  
20 there or when they showed up. You know,  
21 people come and go from two- or  
22 three-hour meetings all the time.  
23 Q. Did you -- who did you provide Exhibit

27 (Pages 102 to 105)

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1 5 -- I think you said Exhibit 6. Who did  
2 you actually provide that to back at the  
3 time?  
4 A. Five, I provided to Mr. Hyun.  
5 Q. And what was his title?  
6 A. He was a senior, I believe -- it's on the  
7 chart -- senior director of parts  
8 development, purchasing.  
9 Q. And what was your understanding as to who  
10 he had requested statements from?  
11 A. Who he requested statements from?  
12 Q. Yes.  
13 A. To myself and Mr. Choi.  
14 (Vibrating sound).  
15 THE WITNESS: Sorry. That's  
16 Germany calling.  
17 Q. (By Mr. Bostick) The -- were there --  
18 was it your understanding that the  
19 statements had been requested by  
20 Mr. Ahn?  
21 A. Let me -- let me clarify that. People  
22 within parts development is Choi, myself,  
23 McClain and Hwang.

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1 being the first employee there and being  
2 there three and a half years, we'd never  
3 written meeting minutes ever or since.  
4 So I didn't go in there and do a head  
5 count.  
6 Q. All right. Do you agree with me that  
7 each of those three people --  
8 A. Yes.  
9 Q. -- identified are members of executive  
10 management?  
11 A. Kwak is not. Well, he is a quality  
12 director. I guess it depends on what you  
13 define executive management.  
14 Q. So is Mr. Choi not a member of executive  
15 management?  
16 A. Yes, he is, yeah. Well, he's a director,  
17 so it would be under the same logic.  
18 Q. Do you agree with his statement that the  
19 Murakami representatives began discussing  
20 the issue of buff marks?  
21 A. The meeting opened with Murakami  
22 Manufacturing Company to discuss the  
23 quality issues of buff marks on the

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1 Q. Okay.  
2 A. All right.  
3 Q. Were -- did you -- was it your  
4 understanding that the statements had  
5 been requested by Mr. Ahn?  
6 A. My understanding it was from H.I. Kim.  
7 But I knew that H.I. Kim -- well, we'll  
8 speak to that.  
9 (The referred-to document was  
10 marked for identification as  
11 Defendants' Exhibit No. 7)  
12 Q. Do you -- do you speak any Korean?  
13 A. Hello. That's about it. No.  
14 Q. Have you reviewed what I've marked as  
15 Exhibit 7 prior to the deposition?  
16 A. Yesterday.  
17 Q. Okay. Now, Mr. Susock states that the  
18 executive management attendees were John  
19 Kalson, Rob Cyrus and S.G. Kwak. Was  
20 that consistent with your recollection?  
21 A. You know, I didn't take meeting minutes,  
22 you know, in the meeting and go through a  
23 head count because, like I said, after

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1 outside mirror commodity that they  
2 supply.  
3 I don't know what was the  
4 sequence of the pages in Exhibit 5.  
5 Yes.  
6 Q. Okay. He says you interjected at that  
7 point. Stated -- and you stated that you  
8 had pre-meeting with Murakami and that  
9 they concluded that due to an EO  
10 change --  
11 A. Where are you?  
12 Q. Sorry. I'm looking at -- see the, Rob  
13 Cyrus interjected. Do you see that  
14 paragraph?  
15 A. Yes.  
16 Q. Read that paragraph and tell -- you can  
17 just read it silently, but tell me if you  
18 agree or disagree with what he says in  
19 that paragraph.  
20 A. You know, I don't know if I interjected  
21 at that point. I think Choi and I made  
22 it a point at that point. I don't even  
23 know at what point that Choi and I

28 (Pages 106 to 109)



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1 discussed this.  
2 Q. What specifically did you say about -- I  
3 guess, first, what is an EO change?  
4 A. Engineering order.  
5 Q. Okay. What do you recall stating at the  
6 meeting about an EO change?  
7 A. We said -- we addressed that the curing  
8 time was affecting the buff -- was  
9 affecting the bag marks. Choi and I said  
10 that. Because he got the EO information  
11 from a Korean, Mr. Kwak.  
12 Q. We'll talk in a second about what Mr.  
13 Choi said at the meeting. I want to talk  
14 about what specifically you said.  
15 Did you -- did you say that  
16 this engineering order change was causing  
17 problems with the cure time, or did you  
18 not?  
19 A. I don't recall saying that.  
20 Q. Okay. Do you recall if Harry Chase made  
21 this response that he refers to in the  
22 next paragraph?  
23 A. Harry Chase, manager of production

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1 control department, stated that the  
2 packaging was -- I don't recall verbatim,  
3 but there was discussion on that. That's  
4 a standard practice.  
5 Q. Okay.  
6 A. The suppliers provide the packaging, but  
7 Hyundai approves the packaging. So it  
8 can't be one-sided. Both parties have to  
9 concur.  
10 Q. Then he identifies, after this back and  
11 forth with Chase, that Mr. Kim  
12 interjected and inquired how many years  
13 has Murakami been in the business and who  
14 were some of their customers that they  
15 provided for. Expressing concern over  
16 basic quality issues. I'm paraphrasing.  
17 A. Um-him.  
18 Q. I mean, do you recall him making that  
19 point?  
20 A. Yes.  
21 Q. Okay. And next says, Rob Cyrus replied  
22 for Mr. Komatsu-San and stated that  
23 Murakami was not the problem for all the

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1 issues that caused 200 minutes of  
2 downtime in general assembly, that much  
3 of the mirror problems are caused by  
4 Glovis handling.  
5 A. That's not true.  
6 Q. What did you say?  
7 A. That's not true. I didn't reply for  
8 Murakami at any point.  
9 Q. Did you make a statement during the  
10 meeting about the downtime?  
11 A. About the downtime -- the meeting was  
12 about the downtime.  
13 Q. Did you make a statement during the  
14 meeting that Murakami was being  
15 improperly charged for downtime?  
16 A. No. I made a fact -- a statement of the  
17 facts that the downtime was caused by  
18 "X," and "X" was identified as whatever  
19 it was factually.  
20 Q. Tell me specifically, the best you can  
21 recall, what you said about this downtime  
22 issue during the meeting.  
23 A. I didn't say anything about it other than

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1 that we concurred with quality and  
2 production control and production that a  
3 number of the -- of the defects seemed to  
4 be, you know, related to internal  
5 handling issues. Choi and I stated  
6 that.  
7 Q. Did Mr. Kim at some point say that the  
8 purpose of the meeting was to -- it says  
9 here, review major supply problems  
10 identified and the supplier to address  
11 those problems?  
12 A. No.  
13 Q. I mean, did Mr. Kim make the point that  
14 he was wanting to focus on the specific  
15 issues -- that -- the quality issues that  
16 were occurring in the Murakami plant?  
17 A. No. I mean, he wanted to cover  
18 everything was the understanding per his  
19 agenda.  
20 Q. I'm not talking about what it says in his  
21 agenda. What he specifically said in the  
22 meeting.  
23 A. We covered all issues on the agenda in

29 (Pages 110 to 113)



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1 the meeting: Myself, Choi, Kim, Kwak,  
2 Kalson, Susock.  
3 Q. Did Mr. Kim, at some point in the  
4 meeting, say that he wanted to focus on  
5 the quality issues that were occurring at  
6 the Murakami plant or words to that  
7 effect?  
8 A. That's one topic that he wanted to  
9 discuss of multiple.  
10 Q. When you brought up the issue of downtime  
11 and the handling issues with Glovis, did  
12 Mr. Kim say to you words to the effect  
13 of, I don't want to talk about that  
14 issue; I want to focus on the issues that  
15 were occurring at the Murakami plant?  
16 A. First of all, I didn't bring it up. Choi  
17 and I brought it up together. And we  
18 said that we would like to allow the  
19 supplier to address all of the issues.  
20 They understood that the downtime was one  
21 of the major reasons they brought their  
22 vice president in, because of this in  
23 excess of \$100,000 chargeback that they

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1 to you in the meeting that caused you to  
2 go track Mr. Duckworth?  
3 A. That's not the case at all. What caused  
4 me is, Mr. Choi calling me that afternoon  
5 about 1:45 on my cell phone and saying,  
6 Rob, you and I may be going home early  
7 today. Mr. Kim is very upset with us.  
8 That's how I went to Duckworth.  
9 Q. So --  
10 A. Because that was so flabbergasting.  
11 Q. So when you walked out of the meeting,  
12 you did not know that Mr. --  
13 A. I didn't walk out of the meeting.  
14 Q. When the meeting ended --  
15 A. And everybody walked out.  
16 Q. And it's your testimony as you sit here  
17 today, when that meeting ended, at that  
18 time, you did not know what -- that  
19 Mr. Kim was upset with you?  
20 A. No. I knew that he was upset --  
21 Q. Just answer my question.  
22 A. -- and acting childish.  
23 Q. That's all I need to know.

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1 didn't feel was correctly assigned to  
2 them.  
3 Q. So you deny, then, that Mr. Kim made a  
4 comment to you trying to redirect the  
5 focus of the meeting from the point that  
6 you were raising?  
7 A. He made a comment to myself and Choi and  
8 the table that, you know, when we started  
9 talking about scratches and chargeback  
10 and root cause determination, he appeared  
11 like he didn't like the answer. He  
12 didn't like the outcome, and that's when  
13 he started to get upset.  
14 Q. What specifically did he say?  
15 A. I don't remember. A lot of it was in  
16 Korean.  
17 Q. Well, I guess -- I mean, we'll lead to  
18 documents earlier. You were concerned  
19 enough about what happened in this  
20 meeting to go to Mr. Duckworth; weren't  
21 you?  
22 A. After the meeting.  
23 Q. I mean, what specifically did Mr. Kim say

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1 A. That's indicated there.  
2 Q. So -- let me be clear on this. Is it  
3 your testimony that if you wrote a note  
4 back at the time that it's supposed to be  
5 accepted as true as we sit here today?  
6 A. Is it supposed to be accepted as true?  
7 Q. Yeah.  
8 A. I mean, whose determination is that?  
9 Q. Well, I guess, you've seen from reviewing  
10 these statements there's several versions  
11 of what happened in that meeting.  
12 A. Uh-huh.  
13 Q. You know, is it your position in this  
14 lawsuit that only your version is the  
15 true version in the meeting?  
16 A. I can only speak for my version. You  
17 know, I wrote these minutes -- I even  
18 wrote the time, 11:00 o'clock, H.I. Kim  
19 now repeatedly slamming items on tables.  
20 Got up and left. Embarrassing.  
21 So, I mean, that was  
22 occurring at the time. Those are my  
23 specific notes. You can look at my

30 (Pages 114 to 117)

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1 previous diary entries, and that's  
2 something that I do.  
3 Q. Okay. Did you tell Mr. Kim during the  
4 meeting that Murakami was being blamed  
5 for downtime and that there was  
6 insufficient data to substantiate that  
7 assessment?  
8 A. No.  
9 Q. Did Mr. Susock tell you at some point  
10 during the meeting that the buffing (sic)  
11 marks quality issue was the primary issue  
12 being addressed in the meeting?  
13 A. No.  
14 Q. What did Mr. Susock tell you during the  
15 meeting?  
16 A. It's not his meeting. He's an attendee.  
17 Q. I'm not asking whose meeting. What  
18 specifically do you recall Mr. Susock  
19 saying to you in the Murakami meeting?  
20 A. I don't recall him saying anything to me  
21 specifically in the meeting.  
22 Q. Did you tell Mr. Susock "That's bullshit"  
23 during the meeting?

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1 A. Absolutely not. Those words were never  
2 uttered.  
3 Q. Did you ever use the word "bullshit"  
4 during that meeting?  
5 A. Absolutely not.  
6 Q. You realize that's what Mr. Susock  
7 represented happened in the meeting.  
8 A. Yeah, I was kind of surprised to see  
9 that.  
10 Q. Because you had never had any problems  
11 with him prior to this time; correct?  
12 A. No.  
13 Q. And that would be unprofessional  
14 behavior.  
15 A. I didn't have problems with him in the  
16 meeting. There was no prior to.  
17 Q. And you -- but you would acknowledge that  
18 telling someone "That's bullshit" in this  
19 meeting would have been unprofessional?  
20 A. Absolutely.  
21 Q. Mr. Cyr- -- I'm sorry. Mr. Susock's  
22 recollection, then, is that Mr. Kim, for  
23 a second time, tries to say, I want to

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1 focus on the quality issues with the  
2 supplier.  
3 MR. STOCKHAM: I'm going to  
4 object.  
5 Q. (By Mr. Bostick) I'm paraphrasing.  
6 Do you recall there being  
7 some statement by Mr. Kim, a second time,  
8 trying to say, Let's focus on the issues  
9 with regard to the supplier as opposed to  
10 these with the Glovis issue?  
11 A. No. They're all about the supplier as  
12 Murakami. That's why they were asked to  
13 drive 575 miles with one day's notice to  
14 present and defend their position.  
15 Glovis is not on the agenda.  
16 Q. What do you recall about Mr. Roberts  
17 taking the two mirrors and smacking them  
18 together? To the best of your  
19 recollection, how did that unfold?  
20 A. He took the mirrors and wanted to show  
21 that the placement of the mirrors in a  
22 milk-carton-type tote were causing the  
23 weld studs to hit the plastic painted

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1 surface and showing the defects, the deep  
2 gouges. So he was demonstrating how this  
3 would occur. I mean, they were -- you  
4 could see that they were like threaded  
5 scratches, like if you took a screw and  
6 scraped it up against a plastic part.  
7 THE VIDEOGRAPHER: We have five  
8 minutes left on tape.  
9 Q. (By Mr. Bostick) Did you -- did Mr. Kim  
10 ever bring up the issue of addressing the  
11 scratching issue in a working meeting  
12 separately?  
13 A. No.  
14 Q. I guess Mr. Kim -- is he speaking in  
15 Korean at the meeting and then  
16 someone's -- Mr. Lee or Mr. Choi -- who's  
17 translating?  
18 A. Chi.  
19 Q. Chi?  
20 A. Jason Chi.  
21 Q. Jason Chi. Did you ever make any  
22 statements in the meeting that the --  
23 about the buff mark issue being a

31 (Pages 118 to 121)

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1 concern, that HMMA was not repairing the  
2 problems, but just sending them back to  
3 Murakami?

4 A. Can you say that again, please.

5 Q. Yeah. In Mr. Susock's statement, he said  
6 Mr. Kim said the scratches are a matter  
7 for a working level meeting or words to  
8 those effect. I'm paraphrasing.

9 MR. STOCKHAM: Where are you?

10 Q. (By Mr. Bostick) I am on 245, fifth full  
11 paragraph down. The purpose today is to  
12 discuss the buffing mark issue. This is  
13 a repair that is being performed by HMMA  
14 and that they should be charged back to  
15 Murakami.

16 And then Mr. Susock says  
17 that you said, Rob Cyrus then stated that  
18 this should be a case-by-case basis and  
19 that he does not believe that HMMA is  
20 repairing these at all because they are  
21 continuously returned to Murakami.

22 Do you recall any of that  
23 discussion?

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1 paint repairs in the assembly shop. So  
2 this doesn't make sense.

3 Q. (By Mr. Bostick) So you didn't say  
4 anything to that effect?

5 A. No.

6 Q. Do you recall any conversations between  
7 you and John Kalson --

8 MR. BOSTICK: How much have we got  
9 left?

10 THE VIDEOGRAPHER: Less than two  
11 minutes.

12 Q. (By Mr. Bostick) Do you recall any  
13 conversation with John Kalson during the  
14 meeting between you and Kalson  
15 directly?

16 A. We had conversations about passing on  
17 defects to the next process.

18 Q. Did -- did Mr. Kalson say that the items  
19 were being prepared by HMMA team members  
20 on the line and off line in QA?

21 A. I don't recall that. That would be  
22 contrary to what we do -- what we did, so  
23 --

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1 A. Let me read this again, please. The  
2 comment on 245, Bates number: Mr. Kim  
3 stated the scratches are a matter that  
4 must be addressed at a working level  
5 after this meeting.

6 That -- that did not happen.  
7 That comment did not happen.

8 The purpose today is to  
9 discuss the buffing mark issue from  
10 Murakami.

11 That statement did not  
12 happen. The discussion was all defects.  
13 And the repair discussion is contrary to  
14 our production philosophy. You know, if  
15 we have a defect part, it goes back to  
16 the supplier. We don't have the  
17 capabilities in the assembly shop to do  
18 paint repairs.

19 THE VIDEOGRAPHER: You lost your  
20 microphone.

21 THE WITNESS: I'm sorry.

22 A. So that, you know, doesn't sit correctly  
23 with our production process. We don't do

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1 Q. My question is: Did he say that in the  
2 meeting?

3 A. As I said, I don't recall him saying  
4 that.

5 Q. Do you recall saying to him -- something  
6 to him about the Toyota way or the Toyota  
7 production system?

8 A. No. I talked about the production  
9 systems, that we don't act on defects.

10 Q. Did you use the word "Toyota" at any  
11 point --

12 A. No.

13 Q. -- in the meeting.

14 Why don't we go ahead and  
15 switch the tape..

16 THE VIDEOGRAPHER: All right.  
17 This is the end of Tape No. 2  
18 in the deposition of Robert  
19 Cyrus to be continued on Tape  
20 No. 3. We are going off the  
21 record at 12:38 p.m.

22 MR. STOCKHAM: It's 12:30. Let's  
23 take a lunch break.

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1 (Whereupon, the luncheon recess was  
2 taken at 12:40 o'clock p.m. to 1:26  
3 o'clock p.m.)  
4 (The referred-to document was  
5 marked for identification as  
6 Defendants' Exhibit No. 8)  
7 THE VIDEOGRAPHER: This is the  
8 beginning of Tape No. 3 in  
9 the deposition of Robert  
10 Cyrus. We're on the record  
11 at 1:26 p.m.  
12 Q. (By Mr. Bostick) We've just taken a lunch  
13 break, Mr. Cyrus. And I wanted to ask  
14 you next about Exhibit 8.  
15 A. Okay.  
16 Q. Did you review this prior to the  
17 deposition today?  
18 A. Yesterday, yes, sir.  
19 Q. Okay. Had you had any difficulties with  
20 Mr. Kalson prior to the Murakami  
21 meeting?  
22 A. No.  
23 Q. Okay. In his recollection, he's saying

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1 caused by Murakami, and that Glovis was  
2 the problem with the mirror defects. Do  
3 you recall him saying words to that  
4 effect?  
5 A. No.  
6 Q. Okay. He says that you then defended  
7 the packaging concerns that Murakami was  
8 facing and stated that HMMA accepted it  
9 and that Murakami did not do any other  
10 packaging like that for any of its other  
11 customers.  
12 A. Absolutely not.  
13 Q. You did not say that.  
14 A. That's not consistent with anything.  
15 Q. Okay. He says, Mr. Kim stated the  
16 purpose of the meeting was to review the  
17 basic quality of problems that were the  
18 responsibility of Murakami. Do you agree  
19 or disagree with that?  
20 A. Can you repeat it again, please?  
21 Q. Yeah. Mr. Kim is saying the purpose of  
22 the meeting was to review basic quality  
23 problems that were the responsibility of

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1 Mr. McDonald is the person making the  
2 presentation for Murakami. Do you agree  
3 or disagree with that?  
4 A. I mean, they all spoke. So I don't know  
5 what "making the presentation" indicates.  
6 All three of the members from Murakami  
7 spoke in the meeting, made a  
8 presentation.  
9 Q. He says McDonald spoke first to the  
10 buff-marks issue and low light levels.  
11 It was raised at that point.  
12 A. Okay.  
13 Q. And then he says he went on to the  
14 packaging issue and lack of proper cure  
15 time. Is that consistent with your  
16 recollection?  
17 A. Yes.  
18 Q. Okay. Talked about the question about  
19 Mr. Kim asking about how long they'd been  
20 in business. Do you remember that?  
21 A. Yes.  
22 Q. Now, he says next that it was stated by  
23 Mr. Cyrus that all defects were not

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1 Murakami.  
2 A. I agree that the purpose was to discuss  
3 quality problems, and the responsibility  
4 has yet to have been determined.  
5 Q. But did Mr. Kim say he wanted to focus on  
6 the quality problems that Murakami would  
7 have control over?  
8 A. Not specifically, unless he said it in  
9 Korean.  
10 Q. Okay. Do you recall Mr. Kim saying  
11 something about having a separate meeting  
12 with HMMA, Glovis and Murakami to discuss  
13 the issues that you raised?  
14 A. No.  
15 Q. Okay. He gives a -- a quote by you. It  
16 says, How can we ask a supplier to come  
17 and present the issues when we don't even  
18 have any data.  
19 A. Where? I'm sorry.  
20 Q. Paragraph 10.  
21 A. Something to the effect. I don't recall  
22 that.  
23 Q. Do you recall --

33 (Pages 126 to 129)



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1 A. That didn't happen, I should say.  
2 Q. Are you -- do you recall saying something  
3 to the effect that HMMA was charging  
4 Murakami for over 200 minutes of downtime  
5 that they were not responsible for?  
6 A. Nope. I would have it my meeting  
7 minutes. It's 116 and 47 minutes. And  
8 the determination and the purpose of the  
9 meeting was to determine whose  
10 responsibility was what.  
11 Q. Well, did you say that at some point  
12 during the meeting that the downtime  
13 charge was not the responsibility of  
14 Murakami?  
15 A. No. Mr. Choi and I both indicated that  
16 the downtime was shared responsibility  
17 based on what caused it. If they had bag  
18 marks, then they were responsible to take  
19 care of that situation and the downtime.  
20 If the chargeback on the portions that we  
21 controlled internally had caused the  
22 defect, then they shouldn't be  
23 responsible for it, as with any supplier.

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1 and speak and we are going to speak about  
2 what we want to speak about."  
3 I remember that Mr. Roberts  
4 raised his voice, and he was frustrated.  
5 That was, you know, a Murakami -- it was  
6 his own personal decision to act in that  
7 manner. But he was a little  
8 flabbergasted on why they were requested  
9 to come down in writing to address  
10 specific issues, including downtime, and  
11 then they weren't allowed to -- didn't  
12 appear to be -- wanting to be discussed  
13 by H.I. Kim.  
14 Q. Did Mr. Kim say again that there should  
15 be a separate meeting on this issue of  
16 the scratches and that -- that that was  
17 not the purpose of this meeting?  
18 A. No. Unless he said it in Korean.  
19 Q. Was it ever translated to you that that's  
20 what he said?  
21 A. No, no.  
22 Q. Is it possible that you were over --  
23 talking over the translator so you didn't

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1 Q. He says in Paragraph 11, Mr. Cyrus was  
2 very outraged. Would you agree with that  
3 statement?  
4 A. Absolutely not.  
5 Q. It says that you said, "Murakami has  
6 spent 2-, 3-, \$4,000 coming here to  
7 present their issues and that we need to  
8 let them speak."  
9 A. Nope.  
10 Q. You did not say anything --  
11 A. Murakami said -- Murakami said themselves  
12 that they had spent thousands of dollars  
13 to come down here and they would like an  
14 opportunity to present their issues, but  
15 it didn't come from me.  
16 Q. We had mentioned that Glen Roberts with  
17 the issue with the mirrors; do you  
18 remember Mr. Roberts saying something to  
19 the effect of what's mentioned in  
20 Paragraph 13 here in quotes?  
21 A. Let me read it, please. "Mr. Roberts"  
22 said -- "then said something to the  
23 effect of HMMA has asked us to come here

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1 hear what was being said by Mr. Kim?  
2 A. Absolutely not.  
3 Q. Do you recall Mr. Susock stating that the  
4 concerns were causing HMMA downtime in  
5 Paragraph 15 and repairs, that Murakami  
6 was responsible for that?  
7 A. I'm sorry. Say your question again.  
8 Q. Do you recall Chris Susock saying that  
9 the concerns with the mirrors were  
10 causing downtime and that Murakami was  
11 responsible for that?  
12 A. Not specifically. You know, they were  
13 responsible for the portion of the  
14 defects that they caused, and we were  
15 responsible for the portion of the  
16 defects that we caused. Mr. Choi and I  
17 said on that issue.  
18 Q. Mr. Kalson says -- again, he says at some  
19 point he said "That's bullshit"; you deny  
20 that?  
21 A. That is ludicrous. That is not correct.  
22 I have a stronger vocabulary than that.  
23 Q. Did he say, I expect the parts to be good

34 (Pages 130 to 133)



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1 out of the box, and it's the  
2 responsibility of the supplier to make  
3 sure they are?  
4 A. Yes.  
5 Q. He did say that?  
6 A. Uh-huh.  
7 Q. And if parts are not good, we must repair  
8 them. Did he say that?  
9 A. I don't remember him saying that because  
10 we don't do that.  
11 Q. Okay. Did you say the operator should  
12 find the defects before the parts are  
13 installed?  
14 A. No. I indicated when Choi and I talked  
15 about that we are not -- you know,  
16 Hyundai production system is not to pass  
17 on the defects to the next operator. So  
18 the line operator does have the  
19 responsibility, if they notice the  
20 defect, to not pass it on down to be  
21 repaired at a later time. That's not the  
22 Hyundai production system.  
3 Q. Did he say words to the effect of what he

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1 says in 16, that the job of the operator  
2 is not to inspect parts?  
3 A. Did he say that?  
4 Q. Yes.  
5 A. He may have. I don't recall exactly.  
6 Q. He's saying, that's the responsibility of  
7 the supplier, if the operator does see a  
8 defect, he will not put the part on;  
9 otherwise we have an inspection process  
10 downstream that finds defects; and when  
11 we find defects, we must fix them.  
12 A. I don't recall ever if he said that. He  
13 doesn't really understand what the  
14 production system is about --  
15 Q. Okay.  
16 A. -- according to our procedures.  
17 Q. He says then you said, Mr. Cyrus then  
18 said to me, "That's not how Toyota does  
19 it, and let me teach you something about  
20 production systems."  
21 A. That's not true at all.  
22 Q. Had you worked for Toyota previously?  
3 A. Yes. Me and many, many other Hyundai

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1 employees.  
2 Q. Had Mr. Kalson ever worked for Toyota?  
3 A. Nope.  
4 Q. But your recollection was you didn't say  
5 anything about Toyota or their systems  
6 during the meeting?  
7 A. That's correct. That was a taboo word at  
8 Hyundai.  
9 Q. Why would that be taboo?  
10 A. Because Hyundai feels that they can do it  
11 better themselves with their own  
12 system.  
13 Q. Who is Gerald Horn?  
14 A. He was a quality team member or engineer  
15 or assistant manager. He quit, like most  
16 of the people under Jason Chi.  
17 THE VIDEOGRAPHER: You lost your  
18 microphone.  
19 THE WITNESS: He went to Nissan.  
20 (The referred-to document was  
21 marked for identification as  
22 Defendants' Exhibit No. 9)  
23 Q. (By Mr. Bostick) Did you see Mr. Horn's

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1 statement?  
2 A. Yes, yesterday.  
3 Q. Defendants' Exhibit 9? Did you speak --  
4 I don't want to know about any  
5 conversations in which your attorney was  
6 involved in. Did you have a conversation  
7 with Mr. Horn that led to him providing  
8 an affidavit when your charge was at the  
9 EEOC stage?  
10 A. We called him, you know, to talk about  
11 the events of that day, Richard and I.  
12 Q. Did -- did Mr. Horn tell you during that  
13 telephone conversation that he had given  
14 a statement previously?  
15 A. No. He had to write meeting minutes for  
16 the first time ever.  
17 Q. Is that his signature at the bottom?  
18 A. I couldn't tell ya.  
19 Q. Now, Mr. Horn, in his statement, says  
20 that you asked several questions  
21 regarding the presentation and then asked  
22 about scratches and downtime charged to  
23 Murakami. Is that true?

35 (Pages 134 to 137)

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1 A. Murakami asked about scratches and  
2 downtime.  
3 Q. So you deny that you said that?  
4 A. We had conversations about scratches and  
5 downtime, but I didn't ever bring it up.  
6 That was, you know, in their points.  
7 Q. But you commented on -- it says you --  
8 Rob Cyrus then commenced to talking about  
9 the downtime and scratches on the OSRV  
10 mirrors; is that true?  
11 A. In a sequence of what? During the course  
12 of the presentation? No, that didn't  
13 occur. This -- you know, stifling of  
14 systematic quality problems only.  
15 Q. Mr. Kim did not say that to you that  
16 --where you tried --  
17 A. No, that wasn't the intention of the  
18 meeting. And we were covering all of the  
19 quality issues.  
20 Q. Well, there's a little bit of a  
21 difference here between what your  
22 perception of the meeting is, what's in  
23 the document itself and what Mr. Kim's

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1 A. Yes.  
2 Q. Okay.  
3 A. Mr. Kim pulled them in a room and asked  
4 them -- made them write meeting minutes  
5 before they could leave on a Friday  
6 night.  
7 Q. Because he was very upset; wasn't he?  
8 A. He may have been. I don't know how his  
9 attitude is typically.  
10 Q. Well, you learned later that he was  
11 upset.  
12 A. Yes, we both did, Choi and I, when I got  
13 the call from Choi saying, We may be  
14 going home.  
15 When I talked to Duckworth  
16 twice and he said, Don't give it another  
17 thought, I haven't heard anything about  
18 it. That's just that Koreans are  
19 typically aggressive in meetings.  
20 Q. Are you reading that in this statement?  
21 A. No, I am telling you what happened.  
22 Q. So you deny again coming back and saying,  
23 Rob Cyrus stated that not all of the

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1 comments are at the meeting. And I've  
2 asked you several times about whether  
3 Mr. Kim said this or not. And I keep  
4 getting the response to the effect of  
5 that was not the limited purpose of the  
6 meeting. So I want to be clear here.  
7 Did Mr. Kim twice direct to you and/or  
8 Murakami that he wanted to focus on the  
9 meeting only on issues related to --  
10 A. No.  
11 Q. -- the Murakami plant? You deny that?  
12 A. Excuse me.  
13 Q. You deny that.  
14 A. If he said it, he said it in Korean,  
15 perhaps to Mr. Choi, but he did not  
16 address me with this or anyone within my  
17 parts development staff.  
18 Q. So Mr. Horn, Mr. Susock and Mr. Kalson  
19 are all incorrect when they each state in  
20 their statements that there were --  
21 Mr. Kim twice made the comments that he  
22 wanted to redirect the focus of the  
23 meeting.

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1 downtime was not attributable to  
2 Murakami?  
3 A. I'm not denying that. But we haven't  
4 talked about that one yet.  
5 Q. Tell me what -- what you said.  
6 A. No. Choi and I indicated that the  
7 downtime was multi-faceted and had a  
8 number of different root causes.  
9 Q. Do you have any explanation as to why  
10 none of these statements make any mention  
11 of any comments made by Choi in the  
12 meeting, including your own?  
13 A. Do I have any what? Can you repeat that,  
14 please.  
15 Q. Yeah. Do you have any opinion why this  
16 statement by Mr. Horn, Mr. Kalson, Mr.  
17 Susock and your own statements do not  
18 make any mention of any specific comments  
19 by Mr. Choi being made in the meeting?  
20 A. I couldn't -- you know, it doesn't make  
21 sense for me to guess at that; does it?  
22 Q. Okay. Mr. Horn says, You brought them  
23 all the way down here; at least hear what

36 (Pages 138 to 141)

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1 they have to say. Do you remember saying  
2 anything to that effect?  
3 A. I did say that we want to give Murakami  
4 the opportunity -- Choi and I said, we  
5 want to give Murakami the opportunity to  
6 review their data that they produced to  
7 go over their presentation.  
8 Q. What did you specifically say?  
9 A. I just told you.  
10 Q. No, you told me what you and Choi. There  
11 is two different mouths at this meeting;  
12 correct?  
13 A. Well, we both pretty much spoke in  
14 lockstep since we had the pre-meeting,  
15 and we were of the same opinion on  
16 everything.  
17 Q. So it's your testimony that every word  
18 that came out of your mouth was exactly  
19 mimicked by Mr. Choi; is that --  
20 A. But that's not very realistic; is it?  
21 Q. No, it's not. But that's what I've heard  
22 your testimony -- every time I've asked  
23 you a question about what you said in

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1 Choi; correct?  
2 A. That's correct.  
3 Q. So do you have any knowledge as to  
4 whether or not Mr. Kim directed a comment  
5 to Mr. Choi himself to be quiet at the  
6 meeting?  
7 A. Do I -- I'm sorry. Can you rephrase  
8 that?  
9 Q. Do you know if Mr. Kim directed a comment  
10 to Mr. Choi in Korean at the meeting to  
11 be quiet?  
12 A. I don't know. I didn't pick up on  
13 Korean.  
14 Q. Did Mr. --  
15 A. My mic just came off. I'm sorry.  
16 Q. Did Mr. Choi tell you at some point later  
17 that he had been directed to be quiet  
18 by --  
19 A. It's stuck in the wheel here.  
20 Q. -- Mr. Kim.  
21 A. Yes, he did tell me that.  
22 Q. Okay. Did Mr. -- did Mr. Kim at some  
23 point in the meeting scream out your

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1 this meeting, you tried to answer it by  
2 you and Choi said the exact same thing.  
3 Now, you agree with me that that is not a  
4 realistic answer; correct?  
5 A. In -- in content, it was the same  
6 thing.  
7 Q. You're saying there is nothing in  
8 substance different from what you said  
9 from what Mr. Choi said.  
10 A. Absolutely not.  
11 Q. Did Mr. Choi speak in English the entire  
12 time?  
13 A. No.  
14 Q. So you already testified you don't know  
15 what he would have said in Korean.  
16 A. Right.  
17 Q. Okay. So as you're sitting here today,  
18 you don't know what Mr. Choi said to  
19 Mr. Kim; correct?  
20 A. In Korean, you mean?  
21 Q. Right.  
22 A. Well, yes, that's correct.  
23 Q. You don't know what Mr. Kim said to Mr.

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1 name?  
2 A. No.  
3 Q. He never said, Rob, more than one time?  
4 A. No. They don't use first names anyway,  
5 so that wouldn't be very consistent;  
6 would it?  
7 Q. So it's your testimony that he never made  
8 any direction to you, either directly or  
9 through a translator, to get off of one  
10 subject and move on to another?  
11 A. Not at me directly, no.  
12 Q. Again, Mr. Horn says that Chris Susock  
13 stated that -- that he says PQ said  
14 they'd already calculated the downtime to  
15 the best of their ability and that you  
16 responded "That's bullshit." Do you  
17 agree or disagree with that?  
18 A. I emphatically disagree.  
19 Q. Did you ask if the team members were  
20 required to inspect the parts before  
21 putting them on?  
22 A. Did I ask them?  
23 Q. Yes.

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1 A. No. Why would I ask them?  
2 Q. And then this is John Kalson's response:  
3 That's not part of their job.  
4 A. I don't -- you know, I didn't ask if  
5 they were required to inspect the part  
6 before putting them on.  
7 Q. Again, you said you never mentioned  
8 anything about Toyota during the  
9 meeting?  
10 A. No.  
11 Q. Did this conversation happen between you  
12 and Susock about what was the appropriate  
13 reason for the meeting take place?  
14 A. No, absolutely not. This was a new  
15 meeting for everybody. So Chris didn't  
16 know what to expect anyway. This is the  
17 first time this meeting occurred.  
18 Q. The -- so what all do you recall Mr. Choi  
19 saying in English at this meeting?  
20 A. What did Choi say?  
21 Q. Yeah.  
22 A. Choi said that we want to get to the root  
23 cause. Choi said that we had a

1 told me and Choi to talk strongly to H.I.  
2 Kim to be fair to supplier. Not take the  
3 supplier's side, to be fair to supplier,  
4 like we always have been.  
5 Q. But it's your position that -- that you  
6 were neutral in the meeting?  
7 A. Absolutely.  
8 Q. Okay.  
9 A. No, not even neutral. I was taking  
10 Hyundai's best interest, as we had done  
11 from the beginning since I started up the  
12 department with Mr. Lee. It was a  
13 long-term mutually beneficial  
14 relationships with suppliers. It's not  
15 something you just toss out the window  
16 when you choose another supplier.  
17 Q. Well, would you agree with me that --  
18 A. We needed them as much as they needed us.  
19 That's our only supplier for mirrors. If  
20 you want to change suppliers, it's going  
21 to take you a year at least.  
22 Q. Would you agree with me that someone  
23 within HMMA telling another member of

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1 pre-meeting; and we feel that some of the  
2 defects are caused by Murakami; and some  
3 of them are caused by our internal  
4 company, ourselves and Glovis; and that  
5 the chargebacks should be calculated  
6 accordingly. What else did he say?  
7 Q. And he's saying all of this in English,  
8 according to your testimony?  
9 A. Yes. How would I know it otherwise?  
10 Q. Was Mr. Kim -- Mr. Choi involved in this  
11 conversation where you mentioned in your  
12 notes the request to speak out at the  
13 meeting?  
14 A. I don't know what you're talking about  
15 there.  
16 Q. Talked strongly to H.I. Kim to be fair to  
17 supplier.  
18 A. Does he know about that?  
19 Q. Yes.  
20 A. Yes, he does.  
21 Q. He was at that same --  
22 A. We had the pre-meeting, and that was  
23 Brian Hwang told myself and Choi, plus

1 HMMA that his opinion on a subject is  
2 "bullshit" in front of an outside  
3 supplier could be cause for concern?  
4 A. Absolutely. I've never done that in my  
5 20 years in purchasing.  
6 Q. Well, you know, your supplier does work  
7 with you in -- in obviously providing  
8 your parts, but this is an arm's-length  
9 transaction; correct?  
10 A. What do you mean?  
11 Q. Well, I mean, this is not an HMMA entity;  
12 correct?  
13 A. It's an outside independent supplier.  
14 Q. Right. And so if -- if an HMMA  
15 department has gone to them and said,  
16 We're charging you for these errors --  
17 A. Um-hum.  
18 Q. -- would you agree with me that it might  
19 not be in Hyundai -- in HMMA's best  
20 interest to have another member of HMMA  
21 arguing, or challenging that decision, in  
22 a meeting in front of the supplier?  
23 A. There's no challenging there.

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1 Q. I agree you took a neutral position.  
2 A. No, I presented the facts. You know, I  
3 took care of Hyundai's interest.  
4 Q. So but --  
5 A. But in a fair and honest manner.  
6 Q. Did you, in that meeting, say anything  
7 that questioned whether or not a correct  
8 decision had been made by quality QLS  
9 earlier?  
10 A. QLS didn't speak in the meeting.  
11 Q. Earlier. I mean, did you say anything to  
12 challenge this decision?  
13 A. There is no challenge. The determination  
14 from 282 parts to 251 was made by QLS and  
15 quality.  
16 Q. Right.  
17 A. Purchasing was not involved.  
18 Q. Okay. Who -- who made the decision on  
19 the chargeback?  
20 A. I don't know. Somebody -- who makes on  
21 the decision on the quality or the  
22 chargeback?  
23 Q. The chargeback.

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1 A. That's recommended by operations and  
2 quality.  
3 Q. Did you, at any point during that  
4 meeting, say that it was wrong for  
5 Murakami to be charged for that  
6 \$100,000?  
7 A. No, I didn't say anything in that manner.  
8 I said that we need to determine the root  
9 cause of the defects and assign  
10 responsibility both financially as a  
11 chargeback to the appropriate parties.  
12 Q. Did you -- tell me about what Mr. Kim  
13 said at the end of the meeting, or how  
14 did the meeting end?  
15 A. Well, as I indicated in Exhibit 6, 272  
16 Bates Number, 11:00 o'clock, this is on  
17 9-16: H.I. now repeatedly slamming items  
18 on table. Got up mad and left. And I  
19 wrote embarrassing after that. That's  
20 how the meeting ended.  
21 Q. Okay.  
22 A. That was written as it happened.  
23 Q. And then what did you -- what did you do

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1 after the meeting ended?  
2 A. What did I do after the meeting ended? I  
3 went to another meeting.  
4 Q. Do you recall what that meeting was?  
5 A. It was a supplier quality meeting at 1:00  
6 o'clock. And I got a call from Mr. Choi  
7 at 1:45 saying, Rob, you and I may be  
8 going home early today. H.I. Kim is very  
9 upset with us. So he asked me to come to  
10 my desk immediately.  
11 We were asked to write  
12 meeting minutes for the first time in our  
13 career with Hyundai.  
14 (The referred-to document was  
15 marked for identification as  
16 Defendants' Exhibit No. 10)  
17 Q. (By Mr. Bostick) Are the meeting notes  
18 that you prepared and submitted Exhibit 5  
19 that we looked at earlier?  
20 A. Yes.  
21 Q. If you were asked on that September 16th,  
22 why is this dated October 2nd?  
23 A. Where's October 2nd on here?

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1 Q. On Exhibit 5.  
2 A. Because I didn't write up the formal  
3 meeting minutes until October 2nd.  
4 Q. Why was there a --  
5 A. Because I was out sick on FMLA as  
6 indicated by Melanie McCormick in human  
7 resources.  
8 Q. So you weren't at work any from the day  
9 of the meeting until --  
10 A. We reviewed that yesterday. I think  
11 after the meeting -- I have to look at  
12 the documents here.  
13 Q. But there wasn't apparently enough time  
14 for you to prepare this memorandum until  
15 October 2nd?  
16 A. That's correct.  
17 Q. Okay. This Exhibit 10 has 11-6 up in the  
18 upper right-hand corner. Is that the  
19 date this was prepared?  
20 A. 11-6. It may have been, but I can't -- I  
21 wasn't even at work then. Looks like  
22 terminated on 10-26.  
23 Q. You have the line here, it says, Pull

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1 notes. Do you see that?  
2 A. Um-hum.  
3 Q. Is that -- is that referring to your  
4 notes from the actual meeting?  
5 A. It could be those or other, you know,  
6 calendar -- I don't know.  
7 Q. And here you're -- I'm sorry.  
8 A. I'm sorry. Go ahead.  
9 Q. Here you're saying, They specifically  
10 requested me to, quote, talk strongly to  
11 H.I. Kim to assure the supplier was  
12 treated fairly.  
13 A. Right. In quotation marks. That's their  
14 English, broken English, of what they  
15 said to me.  
16 Q. So it's Choi and Hwang making that  
17 request of you; correct?  
18 A. That's what this says.  
19 Q. Is that consistent with your  
20 recollection?  
21 A. I remember Hwang talking to me that  
22 night. But, you know, we spoke that  
3 morning of the meeting with Choi also.

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1 Q. Well, at least at the time you wrote this  
2 on November 6, you were indicating in  
3 this document that it was both of them  
4 making that request; correct?  
5 A. Yes.  
6 The bottom's cut off on 324. Do  
7 you know what that says?  
8 MR. STOCKHAM: Mine is not  
9 cut off.  
10 THE WITNESS: H.I. Kim.  
11 Q. (By Mr. Bostick) I see Mr. Choi and --  
12 A. Hwang said thank you for your help. They  
13 are afraid to speak to COO, H.I. Kim, due  
14 to his unreasonable and vindictive  
15 working style. That's what it says.  
16 Q. So you -- had you -- had anybody else  
17 before you, before this conversation,  
18 told you that Mr. Kim had a temper or  
19 words to that effect?  
20 A. Mr. Hyun had.  
21 Q. Okay.  
22 A. Let me think who else. Mr. Youn had.  
3 Juan D. Youn. And most of the Koreans

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1 that had been with the company for a  
2 number of years understood who he was.  
3 THE VIDEOGRAPHER: Could you raise  
4 your microphone a little bit.  
5 It's pressing against the  
6 papers.  
7 MR. BOSTICK: Sorry.  
8 THE VIDEOGRAPHER: Thanks.  
9 Q. (By Mr. Bostick) And Bates No. 325 looks  
10 like a listing of what you did in the  
11 pre-meeting; is that right?  
12 A. I haven't seen this document in years.  
13 Q. I'm looking on page Bates No. 325. Do  
14 you have --  
15 A. I'd like to read this so I understand the  
16 content and context of the comments.  
17 Q. Sure. Just tell me when you're done.  
18 A. Sure.  
19 Okay.  
20 Q. Okay. It appears from these notes that  
21 the statement about what number of the  
22 mirrors -- I'm looking at the paragraph  
23 that starts, I asked her about the recent

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1 line stoppage and the 282 mirrors sent  
2 back to Murakami as rejects.  
3 A. Um-hum.  
4 Q. Her under- -- this is a team member  
5 that's working on the line that you are  
6 talking to; correct?  
7 A. Yes.  
8 Q. Her understanding was that the vast  
9 majority of -- what's that word?  
10 A. The parts.  
11 Q. -- the parts sent back were --  
12 A. Borderline defective.  
13 Q. -- and 251 of the 282 parts were later  
14 agreed to be a quality miscall on HMMA's  
15 behalf.  
16 A. Right.  
17 Q. Then you said, is there any documentation  
18 to support that? And she said --  
19 A. No. I said is there any documentation  
20 that says how do you identify when a part  
21 is acceptable or within our acceptable  
22 boundaries or not. She said there is  
23 nothing like that that exists.

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1 Q. Okay. Then it says on the next page --  
2 do you need to read that?  
3 A. No, I've read that. Go ahead.  
4 Q. Who is Michael Kirk?  
5 A. He is Paula Gonsalves' boss as a manager  
6 within plastic quality, exterior parts  
7 and interior parts. He quit also.  
8 Q. And then you say you met with Murakami to  
9 get their side of the situation, and they  
10 too were in agreement with us.  
11 A. Where do you see that? I want to see the  
12 actual words instead of paraphrasing.  
13 Q. You see the dash, we then meet with.  
14 A. We then met with the three gentlemen from  
15 Murakami to get their side of the  
16 situation and they were too in agreement  
17 with us. Plus they had already, this  
18 morning, gone over to the Glovis  
19 sequencing operation to clearly  
20 understand how parts were being  
21 handled.  
22 Q. What are you saying they were in  
23 agreement with you on at that point?

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1 A. They're in agreement that they are  
2 meeting our requirements, and the lack of  
3 line side inspection is why 89 percent of  
4 the parts that were indicated to be  
5 defective were later found to be okay.  
6 Q. So at this point, you're no longer  
7 sticking with your initial position that  
8 you'll be neutral?  
9 A. This is fact-finding. This is with  
10 Hyundai people; this is listening to the  
11 supplier and talking about how these  
12 problems occurred. This is not neutral.  
13 This is fact-finding.  
14 Q. So when someone --  
15 A. Something happened to the mirrors. It  
16 wasn't fairies that came down.  
17 Q. Well, let me clarify. Let's talk about  
18 what fact-finding is.  
19 A. Okay.  
20 Q. You didn't review a single mirror that  
21 morning; did you?  
22 A. Review a sing- -- yes, I did.  
23 Q. Did you look at the actual defects?

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1 A. Yes.  
2 Q. Okay. How many did you look at?  
3 A. Of the scratch and buff marks, probably  
4 two to three. I saw the bags, the  
5 previous design, the current design, saw  
6 probably seven to ten examples of the  
7 gouge marks, scratch marks.  
8 Q. Okay. Now, but there wasn't any  
9 documentation to review that would  
10 confirm this team member's, you know,  
11 estimate as to the number of products  
12 that she is telling you about?  
13 A. I didn't ask her. That was from quality.  
14 Those numbers were from quality, not from  
15 the team member.  
16 Q. But do you -- do you --  
17 A. I asked her --  
18 Q. Are you saying that what she told you is  
19 an absolute and unquestioned truth, or  
20 was she stating an opinion?  
21 A. She has no reason to make any comment  
22 other than what happened. I wanted to  
23 talk to them to see if they were

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1 misapplying the parts or mishandling  
2 them. We watched them put it on, and  
3 then we went and spoke with them.  
4 Q. Was she telling you a fact or an  
5 opinion?  
6 A. A fact.  
7 Q. And these three guys, when they say --  
8 I'm sorry. The quality --  
9 A. Uh-huh.  
10 Q. -- people, they had the same feeling?  
11 Are you saying that their feelings are  
12 facts?  
13 A. You can mince the words how you wish.  
14 They had the same opinion of the facts.  
15 Q. So what is your understanding of the  
16 difference between an opinion and a  
17 fact?  
18 MR. STOCKHAM: I'm going to  
19 object; that's arguing with  
20 the witness.  
21 THE WITNESS: That's crazy.  
22 Q. (By Mr. Bostick) No. I'm just trying to  
23 get clarification as best you can tell

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1 me.  
2 A. There is no reason that we did an  
3 investigation looking for suspect  
4 comments from people on the line that  
5 they were going to -- what reason would  
6 they have to tell us anything but what  
7 they knew? Typically when management  
8 comes down to the line, the people are  
9 very polite, very cooperative, probably  
10 somewhat intimidated. They're not going  
11 to lie. You know, oh, they have been  
12 terrible, but I am going to say they are  
13 a good supplier.  
14 Q. Well, obviously Mr. Susock had a  
15 different opinion on this issue than what  
16 you reached from your pre-inspection;  
17 correct?  
18 A. No.  
19 Q. Did he not say during the meeting that  
20 Murakami was going to be responsible?  
21 A. He knew prior to the meeting that 89  
22 percent of the defects were our problem.  
23 I stated that earlier.

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1 Q. Did he say anything in the meeting to the  
2 effect that Murakami should be  
3 responsible for the defects that they had  
4 caused?  
5 A. Well, he may have. I mean, that's a  
6 correct statement, and I agree with  
7 him.  
8 Q. Okay.  
9 A. If they caused problems, then they should  
10 be responsible for those problems. If  
11 they didn't, then we need to get the  
12 facts straight.  
13 Q. So you knew going -- I'm sorry.  
14 A. I'm sorry. I was trying to finish,  
15 but --  
16 Q. Go ahead.  
17 A. Just be fair and factual.  
18 Q. So you knew going into the meeting that  
19 there was at least a certain percentage  
20 of downtime that Murakami was responsible  
21 for; correct?  
22 A. We didn't know if it was 11 percent or  
23 100 percent.

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1 Q. Did you make any attempt to determine  
2 that number before going into the  
3 meeting?  
4 A. No.  
5 Q. Why not?  
6 A. No, it was not possible, because we  
7 didn't have the data. I mean, that's  
8 what the meeting for was, for Murakami to  
9 make their presentation.  
10 Q. So did you ever make any suggestion that  
11 Murakami -- that the amount be reduced by  
12 a certain percentage, or were you saying  
13 they shouldn't be charge at all, or did  
14 you just not state any opinion  
15 whatsoever?  
16 A. You know, those -- those comments weren't  
17 made by myself or Choi.  
18 Q. Whether or not the comments were made,  
19 did you have any thought process about  
20 how you would go about determining what  
21 had --  
22 A. Yeah. I had a thought process from the  
23 initial concept when I said, I am going

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1 to go gather facts, be neutral and  
2 represent Hyundai and the supplier in a  
3 fair and equitable manner, like we did  
4 all relationships.  
5 That's how I got recruited  
6 to Hyundai; that's how I was named one of  
7 the best employees in all of Mercedes,  
8 not by doing underhanded things.  
9 Q. So what was the plan to designate a  
10 certain percentage to?  
11 A. There was no plan to designate any  
12 percentage.  
13 (The referred-to document was  
14 marked for identification as  
15 Defendants' Exhibit No. 11)  
16 Q. (By Mr. Bostick) Have you reviewed  
17 Exhibit 11 prior to preparing for this  
18 deposition?  
19 A. I haven't seen this one. Richard went  
20 over some things, but I didn't look at  
21 this one. He and I discussed it  
22 yesterday.  
23 Q. I don't want to know what y'all talked

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1 about.  
2 A. Okay. Excuse me.  
3 Q. Have you had a chance to review it?  
4 A. Yes.  
5 Q. Do you agree or disagree with his  
6 contention that you twice interjected to  
7 bring up the issue of downtime being  
8 charged to Murakami?  
9 A. I disagree that it was interjected at  
10 inappropriate times. It was a topic of  
11 discussion for the meeting that was  
12 discussed by Choi and myself.  
13 Q. Now, he says here, Kim twice reminded  
14 that the purpose of the meeting is to  
15 review the supplier's quality problems  
16 and countermeasures. Do you agree with  
17 that statement?  
18 MR. STOCKHAM: Where is that?  
19 Q. (By Mr. Bostick) I'm looking at the  
20 first, Line 50; second, Line 60.  
21 A. No, that wasn't stated in that fashion.  
22 Q. And you deny telling Chris Susock  
3 "bullshit" or words to that effect?

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1 A. Absolutely, once again.  
2 Q. You deny that Kim said that he wanted the  
3 scratching issue to be resolved on a  
4 working-level meeting?  
5 A. That didn't happen, unless he said it in  
6 Korean.  
7 Q. Do you recall Mr. Kim -- did you have any  
8 conversations with Jason Chi at any  
9 point? He states a personal opinion at  
10 the end of this. He says, I think Rob  
11 could have discussed the downtime issue  
12 against Murakami mirrors directly with  
13 COO Kim before or after the meeting.  
14 This is the reason that well-prepared  
15 meeting had to end -- had to be ended in  
16 this disruptive manner.  
17 Did he ever tell you that at  
18 any point that that was his opinion?  
19 A. No.  
20 Q. Did you have any conversations with  
21 Mr. Chi after the Murakami meeting?  
22 A. No.  
3 Q. Did you ever have any prior disagreements

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1 or any reason for Mr. Chi to dislike you  
2 prior to this Murakami meeting?  
3 A. No. Why is Choi not indicated on any of  
4 these meeting minutes as an attendee?  
5 MR. STOCKHAM: Let him ask the  
6 questions.  
7 THE WITNESS: Okay.  
8 Q. (By Mr. Bostick) I don't know. If you  
9 remember, I tried to ask why you didn't  
10 think about Choi in there earlier. I  
11 don't know that you responded to that  
12 question.  
13 (The referred-to document was  
14 marked for identification as  
15 Defendants' Exhibit No. 12)  
16 Q. (By Mr. Bostick) Have you seen this  
17 document before?  
18 A. No.  
19 Q. This looks like an office visit on  
20 September 13th, two days prior to the  
21 Murakami meeting.  
22 A. Okay.  
23 Q. Is that consistent with your

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1 recollection, that you visited them at  
2 that time?  
3 MR. STOCKHAM: The one I've got is  
4 October 31.  
5 THE WITNESS: Yeah. Which one is  
6 it?  
7 Q. (By Mr. Bostick) That's the date it was  
8 printed off to be produced, I believe.  
9 See down -- Robert Cyrus it has 9-13  
10 office visit, progress notes?  
11 A. It says date 9-13, yeah. 9:59.  
12 So what is your question,  
13 sir?  
14 Q. Do you recall going to the doctor on or  
15 about September 13th?  
16 A. I guess so.  
17 Q. Okay. And this is your cardiovascular  
18 doctor?  
19 A. No.  
20 Q. Who is this?  
21 A. It says Paul Moore; doesn't it? Paul B.  
22 Moore.  
23 Q. Who is that?

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1 A. He's a family practitioner. Paul Moore.  
2 Hold on a second. There's Daniel Moore,  
3 and there is Paul Moore.  
4 Q. This says Montgomery Cardiovascular.  
5 A. Yeah. Hold on, please.  
6 There -- Paul Moore, M.D.  
7 Daniel Moore was my family practitioner,  
8 general practitioner. And then Moore --  
9 I don't have the other guy's name;  
10 there's two people. There's two people  
11 in the cardio-, you know, -vascular  
12 operations that I saw.  
13 Q. Okay.  
14 A. I would have to look it up. It's on my  
15 calendar. Probably.  
16 Q. I mean, is this consistent with your  
17 recollection of going to the doctor on  
18 September 13th and complaining of  
19 shortness of breath?  
20 A. I mean, I've been to the doctor so many  
21 times over the last year, yeah. I went  
22 to the doctor. I can't remember exactly  
23 if it's -- I don't -- I don't doubt that

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1 complained about, we don't get any  
2 information; we're not included in the  
3 meetings; we don't get the build  
4 schedule.  
5 You know, I had to deal with  
6 that on an everyday basis. Rick and I  
7 had been in meetings to talk about the  
8 stress-inducing problems at Hyundai.  
9 Greg Kimble and I have been in meetings  
10 with that.  
11 Q. Did you tell your doctor anything other  
12 than the fact that you had a large  
13 backlog of work at Hyundai?  
14 A. I don't recall.  
15 Q. Do you remember telling your doctor you  
16 had a large backlog?  
17 A. I don't recall really, you know.  
18 Q. Do you remember telling --  
19 A. I had no reason to make something up.  
20 Q. Do you recall any conversations about  
21 feeling dizzy while you played golf  
22 earlier in the week?  
23 A. That's probably why I went there, yeah.

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1 this date is correct.  
2 Q. What -- what do you recall telling him  
3 about being under a great deal of social  
4 stress?  
5 A. Well, I am under a great deal of stress.  
6 He asks that typically --  
7 Q. What was your --  
8 A. -- with a heart situation.  
9 Q. And it says he is going through a  
10 divorce. Do you recall if you talked to  
11 him about your divorce?  
12 A. I'm sure I talked to him about  
13 everything.  
14 Q. I guess, as of September 13th, what were  
15 the stressors that you had in your  
16 life?  
17 A. At September 13th, going through a  
18 divorce; Hyundai was very stressful to  
19 almost everybody there. You know, the  
20 Americans were treated distinctly  
21 different than the Korean colleagues. We  
22 were two distinct teams, two silos. You  
23 know, much of the time my local employees

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1 I didn't go for a social visit. At this  
2 time, you know, we were still doing  
3 management of my medications.  
4 (The referred-to document was  
5 marked for identification as  
6 Defendants' Exhibit No. 13)  
7 MR. BOSTICK: 13?  
8 THE WITNESS: Yeah.  
9 THE VIDEOGRAPHER: We have about  
10 six minutes left on this  
11 tape.  
12 MR. BOSTICK: Okay.  
13 MR. STOCKHAM: Do you have another  
14 copy?  
15 MR. BOSTICK: I'm sorry. Yes,  
16 I've got an extra one.  
17 Q. (By Mr. Bostick) Who's Laura Stone?  
18 A. She is assistant staff within parts  
19 development.  
20 Q. Is this -- her -- she's identifying  
21 when -- when you had been in attendance  
22 and in absence. Are the weeks she  
23 identifies consistent with your

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1 recollection?  
2 A. I have no idea. I have never seen this  
3 document.  
4 (The referred-to document was  
5 marked for identification as  
6 Defendants' Exhibit No. 14)  
7 Q. (By Mr. Bostick) Do you know who Mike  
8 Youn is?  
9 A. "Youn."  
10 Q. "Youn"?  
11 A. Yeah.  
12 Q. Do you recall running into him at a --  
13 MR. STOCKHAM: Is that Exhibit 18?  
14 MR. BOSTICK: 14.  
15 Q. (By Mr. Bostick) Do you recall running  
16 into him at the Red Star Tavern while you  
17 were out on FMLA leave?  
18 A. Yes.  
19 Q. Who were you with at the Tavern?  
20 A. Who was I with?  
21 Q. Yes.  
22 A. I don't know. I may have met Dave Mark  
23 probably. It was called having dinner.

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1 Q. Did you tell him not to tell anyone that  
2 you saw him?  
3 A. Let me -- let me read this if I could,  
4 please. Sorry.  
5 Q. Okay.  
6 A. Within the gathering, there were females.  
7 Reason why Rob showed up. Okay.  
8 Q. Okay. Do you recall telling Mr. Youn, do  
9 not tell anybody you saw me here?  
10 A. Absolutely not.  
11 Q. Tell me what in this statement you recall  
12 this happening and what you say is  
13 accurate.  
14 A. I don't think any of this is true, other  
15 than me sitting down outside on the  
16 patio. I'm not trying to hide in the  
17 restaurant. And I had dinner.  
18 Q. Did you have any drinks?  
19 A. Probably.  
20 Q. Were there any females there?  
21 A. Not at our table.  
22 Q. Who -- who is your recollection that you  
23 were sitting with?

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1 A. Like I said, I think it was Dave Mark.  
2 Q. Anybody else?  
3 A. I don't recall anybody else.  
4 Q. You deny saying, I'll fire you if you do  
5 or words to that effect?  
6 A. Absolutely not.  
7 Q. Did he work within the purchasing  
8 department?  
9 A. He worked under Mr. Hyun --  
10 Q. Okay.  
11 A. -- in the purchasing department for  
12 indirect purchasing.  
13 Q. Had you had any problems with him prior  
14 to this time?  
15 A. Never did have any problems with him.  
16 Q. Did -- did you have any conversations  
17 with anybody about this statement prior  
18 to today, other than your attorney?  
19 A. No.  
20 MR. BOSTICK: Do you want to take  
21 a break there.  
22 THE VIDEOGRAPHER: Sure. All  
23 right. This is the end of

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1 Tape No. 3 in the deposition  
2 of Robert Cyrus to be  
3 continued on Tape No. 4. We  
4 are going off the record at  
5 2:25 p.m.  
6 (Short recess)  
7 THE VIDEOGRAPHER: This is the  
8 beginning of Tape No. 4 in  
9 the deposition of Robert  
10 Cyrus. We are on the record  
11 at 2:36 p.m.  
12 Q. (By Mr. Bostick) Mr. Cyrus, I'm trying to  
13 move us forward a little bit more quickly  
14 to our next subject, which is --  
15 A. Excuse me.  
16 Q. -- your conversation that you had at  
17 dinner with Mr. Duckworth. Okay?  
18 A. Yes.  
19 Q. Now, before we get there, we'll make sure  
20 that we kind of properly cover -- to the  
21 best of your recollection, have you told  
22 me what you recall about conversations  
23 you had during the pre-meeting meeting

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1 with -- before the Murakami meeting?  
2 A. Just the pre-meeting, or that and the  
3 Murakami?  
4 Q. Just the pre-meeting.  
5 A. Yes, sir.  
6 Q. The same question for the Murakami  
7 meeting. Have you told me what you  
8 recall?  
9 A. Yes, sir.  
10 Q. Were there any -- to your knowledge, did  
11 Mr. Choi engage in any -- make any  
12 derogatory statements during the meeting  
13 with Murakami?  
14 A. No.  
15 Q. You didn't hear him say any curse words  
16 in English; correct?  
17 A. No.  
18 Q. And to your knowledge, he didn't argue  
19 with any other Hyundai executives at the  
20 meeting; correct?  
21 A. No. Neither of us did.  
22 Q. You had mentioned having the conversation  
23 with Mr. Choi after the Murakami meeting.

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1 A. Um-hum.  
2 Q. There was a conversation where you said  
3 he called you and said, get back to your  
4 desk.  
5 A. Well, he called and said, Rob, where are  
6 you? I said, I am in a quality meeting.  
7 He said, You and I may be going home  
8 early today. H.I. Kim is very upset.  
9 And at that point, he told me to come  
10 back to my desk, and I did.  
11 Q. Okay. Did you have a conversation with  
12 him again when you came back to your  
13 desk?  
14 A. Oh, absolutely, yes.  
15 Q. Tell me about that conversation.  
16 A. Well, we talked about, you know, what --  
17 what was going on, why -- what does he  
18 mean that we may be going home early  
19 today.  
20 Q. And what did he say?  
21 A. He said, H.I. Kim is very upset, and he's  
22 talking to President Ahn, and he's  
23 talking to the president of quality in

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1 Korea, Mr. Seo. I think S-E-U or S-E-O  
2 or S-U-H.  
3 Q. Other than saying he was angry,  
4 did he say what exactly Mr. Kim -- what  
5 was his understanding Mr. Kim was mad  
6 about?  
7 A. Not at all.  
8 Q. Okay. Is that the best that you can  
9 recall took place in that conversation?  
10 A. I went to Duckworth twice after that  
11 call, two separate occasions, and then --  
12 Q. I'm just trying to make sure I talked to  
13 you about the Choi conversation here. We  
14 can talk about the Duckworth in a second.  
15 A. This is the Choi conversation.  
16 Q. Okay.  
17 A. And at the end of the day, after Keith  
18 had assured me that I was in good  
19 standing and not to give it another  
20 thought, we talked to Jason Lee. I  
21 initiated a meeting with the CFO because  
22 he understood Western business practices.  
23 He went to the University of Michigan.

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1 Jason and I had a good rapport. We got  
2 along well.  
3 And I pulled Choi and myself  
4 in the room, and we discussed the events  
5 of the meeting. And at that time, Choi  
6 cried and said, Jason, Rob and I did  
7 nothing wrong. It's H.I. Kim that should  
8 apologize. So we went over the whole  
9 spiel with what happened in the meetings.  
10 He went over and talked to President  
11 Ahn.  
12 Q. Who went over and talked to President  
13 Ahn?  
14 A. Jason Lee.  
15 Q. Did you sit in on any --  
16 A. Jae Rok Lee.  
17 Q. Did you sit in on any meeting between Mr.  
18 Lee and Mr. Ahn?  
19 A. No.  
20 Q. How do you know whether he spoke with  
21 Mr. Ahn or not?  
22 A. Because we left his conference room, and  
23 he said he was going to go talk to the

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1 president.  
2 Q. But you don't have any personal knowledge  
3 as to whether or not he did, in fact,  
4 speak to Mr. Ahn or not?  
5 A. No, sir, I do not.  
6 Q. Okay. Was Mr. Lee in attendance at the  
7 Murakami meeting?  
8 A. Jason Lee?  
9 Q. Yes.  
10 A. CFO? No, sir.  
11 Q. I notice there was a telephone  
12 conversation between you and Mr. Choi  
13 that you recorded.  
14 A. Um-hum.  
15 Q. Other than that conversation, did you  
16 have any other conversations with Mr.  
17 Choi after the Murakami meeting other  
18 than what you mentioned to me today?  
19 A. I don't believe so, no, sir.  
20 Q. Who -- who was it that told you that  
21 there was a request to stay late and  
22 prepare --  
23 A. Harry Chase.

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1 Q. Okay. Did he ask you to do the same, to  
2 prepare a statement too?  
3 A. Harry Chase, I called him Friday night,  
4 and he was still at work. And he was  
5 kind of like, you know, I can't believe  
6 you are still here. Well, what are you  
7 doing? He said, I'm writing meeting  
8 minutes. They won't let us leave until  
9 we finish the meeting minutes.  
10 I mean, H.I. Kim instructed  
11 him to do it. He reported to H.I. Kim.  
12 H.I. Kim only asked his direct reports  
13 and myself and Choi and one other -- two  
14 team members in parts development to  
15 write meeting minutes.  
16 Q. Okay. How -- how did you learn of the  
17 request by H.I. Kim?  
18 A. Mr. -- Mr. Choi told me about it through  
19 Mr. Hyun. When we came back, we met with  
20 Hyun and Mr. Choi. H.J. Hyun, my boss.  
21 Q. Okay. That -- was that the afternoon  
22 after the meeting?  
23 A. Yes.

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1 Q. What do you recall Mr. Hyun saying in  
2 that meeting?  
3 A. He wanted to understand what happened,  
4 and we told him, you know, that we didn't  
5 understand why he got so adamant, that  
6 all parties involved in the meeting  
7 understood what the -- the -- what the  
8 status of the parts were. And he said,  
9 Well, you need to write meeting minutes.  
10 That was the main message.  
11 Q. Okay. Did he give you any indication  
12 about Mr. Kim was upset?  
13 A. I don't -- I think he had talked to  
14 somebody, but I don't -- I can't really  
15 tell you if he gave me an indication. I  
16 think that he felt that Mr. Kim was  
17 upset.  
18 Q. Okay. You don't remember exactly what  
19 was said, but he conveyed that?  
20 A. Yeah. I mean, that's why we were -- I  
21 had to get back to my desk right now.  
22 Q. So why did you not draft your statement  
23 up that night?

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1 A. Because I was in multiple meetings and,  
2 you know, I did it as soon as I had the  
3 opportunity to do it.  
4 Q. Okay. Do you recall when it was that you  
5 met with Mr. Duckworth at the -- I'm  
6 sorry -- at the --  
7 A. City Grill?  
8 Q. Yes.  
9 A. When did he request the meeting? It was  
10 on Saturday. It was on the 22nd. I  
11 don't have my calendar in front of me.  
12 Q. Of October?  
13 A. The 22nd? I'm sorry. I believe so. Is  
14 that a Saturday?  
15 Q. Okay.  
16 A. Is that a Saturday? I'm sorry.  
17 MR. BOSTICK: Let me show you your  
18 actual notes. What was our  
19 last -- 14.  
20 MR. STOCKHAM: 14.  
21 (The referred-to document was  
22 marked for identification as  
23 Defendants' Exhibit No. 15)

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1 Q. (By Mr. Bostick) Can you identify Exhibit  
2 15 for me?  
3 A. I have to read it. I haven't seen this.  
4 Okay.  
5 Q. Tell me -- tell me what this document is.  
6 A. It just looks like notes. It starts out  
7 with, Received call from Keith Duckworth  
8 at 3:31 p.m. No. 1, received call from  
9 Keith's cell.  
10 Q. What does that say, took BP 9:15?  
11 A. Blood pressure.  
12 Q. Okay. Who is Judy's cell?  
13 A. She's an attorney.  
14 Q. Does she work with Kay Dickey?  
15 A. I think she's just an acquaintance. Judy  
16 Bargainnear (sic), she did my divorce.  
17 She was my attorney representing me.  
18 Q. Is that saying that you called her?  
19 A. I telephoned Judy, 8:05. She will  
20 telephone tomorrow. Kay, Kathleen, she  
21 will telephone tomorrow. Kay, Kathleen  
22 Dickey, 462-0835. Jimmie Jacobs -- that  
23 must be another partner or somebody I

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1 if that was a possibility, or had you  
2 already discussed that?  
3 A. No. I'd already discussed it with him.  
4 It's a statin drug, Crestor and Lipitor,  
5 and that's one of the main side effects  
6 is flu-like symptoms.  
7 Q. Did you ever get diagnosed with mono  
8 during that period of time?  
9 A. I think one doctor felt that it might be,  
10 but I think the mono test came back  
11 negative.  
12 Q. So, let's look at the next paragraph.  
13 Can you read this for me --  
14 A. Yeah.  
15 Q. Starting with H.I. --  
16 A. Yes. When H.I. threw his fit and went to  
17 Keith Duckworth, Keith D., and explained  
18 the situation and threats of firing from  
19 Mr. Choi, he said, Don't give it another  
20 thought. Nothing will come of it. Told  
21 him specifically the work environment was  
22 hostile.  
23 Q. Okay. So this is -- I guess, are you

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1 never spoke to. I don't think I spoke to  
2 Mr. Jacobs.  
3 Q. What's this say, restless, astonished?  
4 A. Uh-huh.  
5 Q. Severe headache?  
6 A. Um-hum.  
7 Q. What does that mean?  
8 A. How I felt.  
9 Q. Okay.  
10 A. You've got to remember: I'm doing --  
11 having my blood pressure medication  
12 changed with my doctor and the other  
13 Lipitor stuff, and 162 over 121 is not --  
14 not good.  
15 Q. I notice in the -- in the tape-recorded  
16 conversations, it sounds like the first  
17 suggestion, that there may be problems  
18 with Lipitor. In the tapes, at least,  
19 there's a conversation with Greg Kimble  
20 talking about --  
21 A. Um-hum.  
22 Q. -- his sister-in-law. Is that what  
23 prompted you to go inquire of your doctor

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1 talking about your first conversation  
2 with Duckworth after the meeting?  
3 A. Yes.  
4 Q. What -- what specifically did you tell  
5 Keith about this?  
6 A. I went to him and said that -- told him  
7 about the meeting and told him that  
8 things seemed to be, you know,  
9 escalating. And I got the call from Choi  
10 about he and I going home early. And  
11 Keith reassured me, I haven't heard a  
12 thing. And, you know, Don't give it  
13 another thought. Kind of just blew it  
14 off.  
15 Q. Okay. Anything else-you recall telling  
16 him?  
17 A. Telling him?  
18 Q. Yes.  
19 A. No. Just the facts of what happened that  
20 day.  
21 Q. When you say, I told him specifically the  
22 work environment was hostile, what  
23 specifically did you tell him?

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1 A. Well, I mean, this meeting with H.I. Kim  
2 was very hostile and very, you know,  
3 throwing papers, and grown men doing that  
4 and walking out of the room twice. And  
5 it was very embarrassing and not the  
6 environment that I'm used to in my  
7 past -- past employers. And, you know,  
8 it was a hostile environment.  
9 Q. Okay.  
10 A. Especially with someone calling you  
11 saying you will probably be fired  
12 today.  
13 Q. And then read the next --  
14 A. The second time after Choi requested me  
15 to write meeting minutes for Murakami  
16 meeting, I again went to Keith Duckworth,  
17 Keith D. and told him, to my surprise,  
18 things seemed to be escalating. Told him  
19 that Choi, Jason Lee -- he's the CFO --  
20 and all in meeting thought nothing was  
21 wrong or inappropriate except for H.I.  
22 Kim's rage and two tantrums. I told him  
3 I was worried about retaliation from H.I.

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1 of all occurrences, including two  
2 meetings with Keith Duckworth and about  
3 hostility and retaliation.  
4 Q. Who's Dave Mark?  
5 A. He's one of my managers. Was.  
6 Q. You called Dave Mark, and you say -- you  
7 say you told him about two meetings --  
8 A. Um-hum.  
9 Q. -- with Duckworth.  
10 A. Um-hum.  
11 Q. And what did you say specifically about  
12 hostile and retaliations?  
13 A. Well, you know, the first -- I wanted to  
14 make it clear and have somebody else  
15 aware that what I had indicated to  
16 Duckworth about the hostility of the  
17 meeting and the fear of retaliation.  
18 Q. Other than -- other than saying you were  
19 concerned about retaliation from Mr. Kim,  
20 did you tell Mr. Mark anything else on  
21 that subject?  
22 A. No, he was aware. I told him what  
23 occurred in the meeting.

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1 Kim since his reputation is vengeful. He  
2 again reassured me that nothing would  
3 come of it. It's just the Hyundai style  
4 way of operating. He said, Don't worry  
5 at all and have a nice weekend.  
6 Q. Okay.  
7 A. Okay.  
8 Q. Anything else that you recall in your  
9 second conversation with Duckworth other  
10 than -- than what you put there?  
11 A. Nope.  
12 Q. Okay. Next looks like Harry --  
13 A. Yeah.  
14 Q. -- Chase.  
15 A. Harry Chase phoned me approximately 7:00  
16 p.m. Said he was still at work, because  
17 H.I. Kim ordered his direct reports to  
18 make meeting minutes of what occurred in  
19 Murakami meeting. Approximately 12 team  
20 members. He did not request other  
21 attendees except for Choi and myself to  
22 knowledge approximately -- approximately  
3 30 people in attendance. Told Dave Mark

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1 Q. I guess you said you'd heard that he had  
2 a vengeful personality or words to that  
3 effect?  
4 A. I don't think I told that to Dave. I  
5 think, you know, that's what we had been,  
6 you know, convinced to fear this  
7 gentleman from my Korean staff.  
8 Q. And then what -- on the third page, what  
9 are these?  
10 A. Telephone Judy, 2:13 p.m. There's the  
11 number for the Dickey, McClanahan --  
12 McClendon? Complete the application --  
13 these are, like, things to do. Complete  
14 the application for medical leave, FMLA.  
15 Go ahead and post office this. 10-24,  
16 telephone 11:18, left message, voicemail,  
17 FMLA, telephone cardiologist, telephone  
18 Ted Chung. Assured me it's just their  
19 style. That was a Keith comment. At the  
20 bottom of the list is telephone Laura.  
21 Q. Who's Laura?  
22 A. She's one of the assistant staff we  
23 talked about earlier in parts

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1 development.  
2 Q. Did you actually speak to Ted Chung?  
3 A. No, I did.  
4 Q. What -- what was your intent in calling  
5 him?  
6 A. Because he's the one who hired me. He  
7 was the one I was to report to. And I  
8 didn't know if he was going to talk --  
9 discuss the situation with him.  
10 Q. Now, I notice in the telephone  
11 conversation there was some back and  
12 forth between you and Ms. McCormick over  
13 the FMLA paperwork.  
14 A. Um-hum.  
15 Q. But it looks from that that there was  
16 some lack of request for different  
17 documentation or whatnot, and that -- but  
18 ultimately you get your FMLA approved; is  
19 that right?  
20 A. Yes, sir.  
21 Q. Okay. I mean, and then it looks like --  
22 do you dispute that you received all of  
23 the FMLA leave you were entitled to?

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1 Q. I mean --  
2 A. That's okay.  
3 Q. Are you -- you don't have any claim in  
4 this case of unpaid vacation that you  
5 claim you are entitled to?  
6 A. No.  
7 Q. I'm trying to speed the process and  
8 trying to figure out what we are really  
9 here about.  
10 A. No.  
11 Q. I think for simplicity's sake, we might  
12 want to just -- I realize you meet with  
13 Mr. Duckworth on about the 22nd;  
14 correct?  
15 A. Right.  
16 (The referred-to document was  
17 marked for identification as  
18 Defendants' Exhibit No. 16)  
19 MR. BOSTICK: Did I give you one?  
20 MR. STOCKHAM: No.  
21 Q. (By Mr. Bostick) Can you identify Exhibit  
22 16 for me, please.  
23 A. It's titled Formal Complaint.

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1 A. No.  
2 Q. Okay. You contend you were entitled to  
3 additional FMLA?  
4 A. No.  
5 Q. Okay. I may have --  
6 MR. LEE: I'm sorry. I'm sorry  
7 You said "Do you dispute."  
8 Q. (By Mr. Bostick) I'm sorry. So you --  
9 you -- you agree that once the issue was  
10 resolved, you got all the FMLA leave you  
11 were entitled to?  
12 A. Yes, sir.  
13 Q. Okay. And you had written a letter in, I  
14 think, saying that you disputed some of  
15 the days that she had identified you  
16 being absent. And I believe  
17 Mr. Duckworth sends a letter back saying,  
18 We're going to give you ten days of  
19 vacation. Is that --  
20 A. Well, I don't think it was a ten-day  
21 vacation gift. It was, These areas are  
22 gray, so to err on the safe side, we will  
23 make it "X."

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1 Q. Did -- did you fax this to Duckworth?  
2 A. Yes.  
3 Q. Okay.  
4 A. Well, I faxed it to Ahn, Duckworth, Kim  
5 and Kimble.  
6 Q. Okay. Did you prepare this by  
7 yourself?  
8 A. In conjunction with Rick -- Richard, my  
9 attorney. It was at his direction.  
10 Q. Okay. I'm looking at the second full  
11 paragraph. You say that Mr. Duckworth  
12 requested a dinner meeting with you.  
13 When you say you had over 100 pages of  
14 documentation, was this relating to your  
15 medical condition?  
16 A. Um-hum.  
17 Q. What -- what specific type of  
18 documentation?  
19 A. Releases from my angioplasty surgery,  
20 medication, follow-up visits with  
21 cardiologists, general practitioners. I  
22 had a whole notebook full of just, you  
23 know, my health stuff.

50 (Pages 194 to 197)

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1 Q. Did you -- I mean, is this documents you  
2 provided, since, to your attorney?  
3 A. Yeah, I think so.  
4 Q. Okay. Who is Michael Hansford?  
5 A. He was the HMMA employee. He was a  
6 manager of FTZ, foreign trade zone, and  
7 logistics.  
8 Q. Do you know what the circumstances were  
9 that led to him leaving?  
10 A. Not until he was fired. He was my  
11 employee, and I didn't even know why he  
12 was fired.  
13 Q. Why was he fired?  
14 A. He was fired because he said he had a  
15 degree from a university, and he did  
16 not.  
17 Q. What university did he say he had a  
18 degree from?  
19 A. I have no idea. In the Virgin Islands or  
20 something.  
21 Q. What level degree was it that he said he  
22 had?  
23 A. I have no idea.

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1 Q. Had he represented to you during the time  
2 he was at HMMA that he had that degree?  
3 A. Yes.  
4 Q. And then prior --  
5 A. I'm sorry.  
6 Q. Prior to the meeting, tell me about your  
7 conversation with Mr. Duckworth on the  
8 phone and what he said to you about the  
9 meeting.  
10 A. He called me out of the blue, first time  
11 ever, you know, in like a -- I didn't get  
12 calls from Keith Duckworth. And he said  
13 that he was concerned about my health and  
14 how I was doing, and he just wanted to  
15 check on me. And, you know, let's go to  
16 dinner tonight. And, you know, I was  
17 feeling very poorly that day. And I was  
18 just like, Well, what's going on here.  
19 And he suggested we go to Cracker Barrel.  
20 And I said, Well, if we're  
21 going to discuss my medical issues, I'd  
22 rather go someplace a little more  
23 private. So that's how we ended up at

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1 City Grill. So, that's how -- you know,  
2 it was purely under the pretense of, I  
3 want to see how you are doing  
4 healthwise.  
5 Q. Was there any discussion about possible  
6 performance concerns during the telephone  
7 call?  
8 A. No.  
9 Q. Okay. And then, tell me about your  
10 conversation with Mr. Hansford before you  
11 meet with Mr. Duckworth.  
12 A. There was no conversation with Mr.  
13 Hansford before I meet with Mr.  
14 Duckworth.  
15 Q. Did you see him in the parking lot?  
16 A. I saw him smoking outside City Grill.  
17 There is a bar next called Next Door, and  
18 that's what he was doing. He was with --  
19 having dinner with his wife.  
20 Q. He says that he asked you to meet  
21 Mr. Duckworth?  
22 A. Yes.  
23 Q. And what specifically did he say --

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1 A. I think he was a little --  
2 Q. -- he wanted to talk to him about?  
3 A. I'm sorry. I think he was a little  
4 frustrated about being terminated.  
5 Q. And --  
6 A. He wanted to talk about his treatment  
7 from Wendy Warner, who was the HR  
8 manager. I asked her about Mike's firing  
9 and background check when -- after it  
10 occurred. And she said, Well, we check  
11 everybody's background. We call all  
12 their universities. And that would put  
13 it at hundreds, if not thousands, of  
14 people.  
15 They had a dispute when he  
16 sold his house and bought his house. And  
17 I think that they had sour grapes between  
18 them from that point on. I honestly  
19 think it was a, you know, witch hunt.  
20 Q. He and Wendy Warner had problems?  
21 A. Yes. Uh-huh. So there's no reason that  
22 he would be singled out. Let's check his  
23 credentials. He worked at Toyota. He

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1 worked at Mercedes. He worked -- he's  
2 older generation. He has 30 years  
3 experience. He set up the FTZ for  
4 Hyundai.  
5 Q. So, you say that Duckworth asked us what  
6 you-all knew about serious problems going  
7 on at HMMA.

8 Then there's this mention  
9 about [REDACTED] sleeping with his staff.  
10 What -- what do you recall the discussion  
11 being with regard to that?

12 A. He asked us specifically if [REDACTED]  
13 still sleeping with staff.

14 Q. What was your response?

15 A. And Mike -- I didn't respond. Mike is  
16 the one that -- [REDACTED] was sleeping with  
17 the [REDACTED] whose  
18 [REDACTED] works for Hyundai, works for [REDACTED]  
19 So not only is it somewhat awkward that  
20 he's sleeping with the [REDACTED], but  
21 [REDACTED] works for [REDACTED] So he asked  
22 if that was still occurring. When that  
3 occurred in the parking lot in his

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1 probably -- probably a year prior to my  
2 termination date.

3 Q. Okay. Do you know what the result of  
4 that investigation was?

5 A. The res- -- I mean, the result -- [REDACTED]  
6 asked me if I would sign an affidavit on  
7 when I heard from [REDACTED] and Michael  
8 Hansford that [REDACTED] would be  
9 gone.

10 Q. What -- what had you said that you had  
11 heard?

12 A. [REDACTED]

13 [REDACTED]

14 [REDACTED]

15 [REDACTED]

16 [REDACTED]

17 [REDACTED]

18 [REDACTED]

19 [REDACTED]

20 [REDACTED]

21 [REDACTED]

22 [REDACTED]

23 [REDACTED]

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1 company car of a bar, Michael Hansford  
2 had firsthand knowledge of it. I did  
3 not. I let him speak to it.

4 Q. Did you have any prior involvement in any  
5 investigations into whether [REDACTED]  
6 was engaged in any inappropriate  
7 behavior?

8 A. Yes, with [REDACTED]. He asked me about  
9 it.

10 Q. Who -- who was the employee that was  
11 involved with that?

12 A. With what? I'm sorry.

13 Q. With [REDACTED]

14 A. Who was the employee involved?

15 Q. Was there a female employee that was  
16 involved in that incident? Who was that  
17 person be?

18 A. [REDACTED]. I don't know her  
19 last name. And I don't know the  
20 [REDACTED] name.

21 Q. Approximately when did that investigation  
22 take place?

3 A. I couldn't tell you. I mean, that was

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1 Q. So you weren't -- didn't have any  
2 personal knowledge that night about  
3 this?

4 A. No, I was home.

5 Q. But you had heard that from Hansford?

6 A. I heard that from Hansford, from [REDACTED]  
7 [REDACTED] from [REDACTED], from [REDACTED]

8 [REDACTED] -- I mean there -- I don't know the  
9 total number, but there were probably 10  
10 to 15 Hyundai employees.

11 Q. And then --

12 A. [REDACTED]

13 [REDACTED]

14 Q. And then [REDACTED] asked you to provide an  
15 affidavit?

16 A. To sign the affidavit.

17 Q. Did you sign the affidavit?

18 A. No.

19 Q. Is that when you said words to the effect  
20 of, [REDACTED] got a family, and you don't  
21 want to cause him to lose his job.

22 A. I didn't -- I did say that, but I didn't  
23 have direct knowledge of it. And when --

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1 it even was brought up to my Korean  
2 colleague, [REDACTED] who was also a  
3 [REDACTED]. And he  
4 said, Rob, you know, what do you think  
5 about it?  
6 And then he said -- I said,  
7 I don't know. What do you think about  
8 it? He said, Oh, good strong man. [REDACTED]  
9 [REDACTED]  
10 [REDACTED]  
11 Q. That's what your interpretation was from  
12 Keith?  
13 A. No, he told me directly.  
14 Q. Who said that?  
15 A. [REDACTED]  
16 Q. That's a little bit racist, isn't it, to  
17 assume that every Korean that works in  
18 that plant has the same --  
19 A. Well, that's -- that's --  
20 Q. Is that your testimony that what one  
21 Korean person told you in that plant is  
22 the collective mentality of every Korean  
3 there?

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1 [REDACTED] So he apparently wasn't too  
2 distracted by the actions from Hyundai or  
3 lack of action.  
4 Q. But you don't know what specific action  
5 was taken?  
6 A. I mean -- no.  
7 Q. Okay. Did there -- was there any --  
8 next, he says he asked you about other  
9 concerns, such as kickbacks. What do you  
10 recall the conversation being with regard  
11 to kickbacks?  
12 A. He mentioned specifically about -- I  
13 think it's [REDACTED] -- were we aware of  
14 any kickbacks taking place between  
15 construction suppliers and [REDACTED]  
16 [REDACTED]. And I'd never heard that from  
17 anybody. So --  
18 Q. Okay. You didn't have any personal  
19 knowledge about kickbacks?  
20 A. I never heard anything about that, no. I  
21 never heard anything.  
22 Q. Had you ever, prior to November 6th, gone  
23 and reported some possible kickbacks or

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1 A. Absolutely not.  
2 Q. Okay. Did I not just hear you say that,  
3 that that was the Korean -- I'm just  
4 going to --  
5 A. No. He said, Good strong man.  
6 Q. Okay. So you have one person telling you  
7 that.  
8 A. That's not a Korean. It's his own  
9 opinion.  
10 Q. Okay. Okay. Did you ever have any  
11 conversations with Mr. Ahn or Mr. Kim  
12 about any of these issues with [REDACTED]  
13 [REDACTED]  
14 A. There weren't there at the time.  
15 Q. Did you ever have any conversations with  
16 [REDACTED] about the fact that you'd  
17 been asked to give an affidavit?  
18 A. No. [REDACTED]  
19 [REDACTED]  
20 [REDACTED]  
21 [REDACTED]  
22 [REDACTED]  
3 [REDACTED]

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1 financial --  
2 A. No.  
3 Q. -- improprieties?  
4 A. Not at all.  
5 Q. Okay. Any other issues that you recall  
6 being discussed while Mr. Hansford was  
7 still there in the meeting?  
8 A. Keith really grilled us for 45 minutes,  
9 you know, and he did it under the false  
10 pretense of We're going to make this  
11 company better, and -- you know, trying  
12 to get all the information out, and we're  
13 going to correct these things. And we  
14 agreed that a lot of the things were  
15 unacceptable behavior. So Mike talked,  
16 I'd say, 95 percent of the time.  
17 Q. Okay.  
18 A. I wasn't feeling well. I just wanted to  
19 get on with the evening.  
20 Q. And so, I mean, did Mr. Hansford take the  
21 opportunity to complain about his own  
22 personal situation, his termination?  
23 A. Yes.

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1 Q. Okay. And what was his complaint in that  
2 regard?  
3 A. That he was witch-hunted.  
4 Q. By Wendy Warner?  
5 A. Yes, sir.  
6 Q. Did he admit to Mr. Duckworth, though,  
7 that what he had represented on his  
8 resume was not true?  
9 A. Yes.  
10 Q. Okay. You said he -- Mr. Hansford  
11 mentioned about 95 percent of the issues  
12 and you about five percent. Just tell me  
13 what specific issues you recall bringing  
14 up, if any.  
15 A. I don't think I brought up any issues.  
16 We brought up -- like the only thing I  
17 remember bringing up was the workplace  
18 violence where Korean colleagues were  
19 hitting and kicking other Korean  
20 colleagues and the American colleagues  
21 without any repercussions --  
22 Q. What --  
23 A. -- and other suppliers.

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1 Q. What specific incidents were you  
2 referring to on that?  
3 A. There was a Korean gentleman in the plant  
4 who kicked a team member, an Alabama  
5 employee. I don't know where he's from.  
6 And the gentleman went to human  
7 resources, and he didn't retaliate. And  
8 they said, Yes, that's inappropriate  
9 behavior. And they pretended to send the  
10 guy back to Korea. They took him to the  
11 airport, gave him a suitcase, and then he  
12 went back in the car and went to a sister  
13 supplier, Mobis.  
14 Q. Who is the person who was allegedly sent  
15 back to Korea? What's his name?  
16 A. I don't have his name. I can get it.  
17 Q. Did he work in your department?  
18 A. No, nothing to do with that.  
19 Q. Did you have any personal knowledge  
20 regarding that situation?  
21 A. No.  
22 Q. Okay. At what period of time did that  
23 incident occur?

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1 A. I don't know. I mean, I can look at -- I  
2 don't have a copy. I don't think I wrote  
3 it down. It was just what we heard that  
4 had happened. And then the guy did show  
5 up at the supplier, you know. We found  
6 him out at the supplier's, at Mobis,  
7 which is owned by Hyundai.  
8 Q. Is this -- do you think it's more or less  
9 than a year prior to your termination?  
10 A. Probably more than a year.  
11 Q. Okay. So we don't know that person's  
12 name, though?  
13 A. I'm sure human resources has that.  
14 Q. But you personally don't recall?  
15 A. No, sir.  
16 Q. And then, were you interviewed by human  
17 resources as part of any of that  
18 investigation?  
19 A. No. There was an investigation. There  
20 was a general meeting with Keith when he  
21 came to Alabama as a deputy president.  
22 And again, it was what difficulties he  
23 had been reported in Alabama, you know,

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1 what can we make improvements on.  
2 There was also a meeting  
3 with the Korean colleagues that came over  
4 from the legal staff and also interviewed  
5 all the directors and other team members,  
6 you know, about this type of workplace  
7 violence events.  
8 Q. These are meetings that you're involved  
9 with personally?  
10 A. Yes.  
11 Q. Okay. My question is: Other than when  
12 you met with [REDACTED] with regard to the  
13 [REDACTED] situation, was there another  
14 investigation conducted by human  
15 resources or Team Relations where you  
16 were interviewed?  
17 A. No.  
18 Q. Okay. Were there other instances of  
19 workplace violence that you brought up  
20 with Mr. Duckworth during your meeting?  
21 A. Not in that meeting. But there were  
22 subsequent to that -- or prior to that.  
23 I'm sorry. Prior to that. Prior to the

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1 City Grill dinner, we discussed about  
2 workplace violence issues -  
3 Q. Okay.  
4 A. -- on a one-on-one basis.  
5 Q. Other than this one incident you've  
6 referred to, is that the only one that  
7 you recall being discussed in the  
8 specific meeting that you had on October  
9 22nd?  
10 A. On the 22nd?  
11 Q. Right.  
12 A. No, like I said, the other ones were  
13 discussed prior to that.  
14 Q. Okay. That was the only one you  
15 mentioned on the 22nd.  
16 A. Yes.  
17 Q. Any other workplace violence issues you  
18 brought up?  
19 A. Ever? Or during the meeting?  
20 Q. During the 22nd. I'm focusing on that  
21 right now.  
22 A. No. I don't think so. No.  
23 Q. Then, were there any other issues that

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1 you brought up at the plant other than  
2 that workplace violence issue during the  
3 October 22nd meeting?  
4 A. Like I said, I wasn't feeling well. I  
5 didn't speak hardly at all. I thought we  
6 were there to go over my medical stuff.  
7 MR. STOCKHAM: Did you ask him at  
8 the plant or at the meeting?  
9 MR. BOSTICK: In the meeting on  
10 the 22nd.  
11 MR. STOCKHAM: So the -- your  
12 question is on the meeting on  
13 the 22nd?  
14 MR. BOSTICK: Yes.  
15 MR. LEE: He said any issues at  
16 the plant that he discussed  
17 with him in the meeting.  
18 THE WITNESS: That's okay.  
19 MR. STOCKHAM: I just want to make  
20 sure it was not just limited  
21 to what was in the meeting on  
22 the 22nd.  
23 Q. (By Mr. Bostick) I'm just trying to pin

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1 down what exactly you communicated with  
2 Duckworth on this meeting on the 22nd.  
3 A. You know, my -- my whole dinner  
4 experience with Duckworth, you know,  
5 nothing came up about anything other than  
6 30 seconds of him looking at my medical  
7 information to him at the meeting. I  
8 remember he said, Rob, do you want  
9 dessert? And I said, No, thank you. I  
10 don't care for dessert. He said, Go  
11 ahead; get a dessert. And I said, Okay.  
12 And I got something, and he got  
13 something.  
14 And when dessert came, he  
15 said, Well, Rob, the executive management  
16 at Hyundai is unhappy with you and they'd  
17 like you to resign. That was the first  
18 indication ever from the company period  
19 at any level of any problems.  
20 And I said, Who is executive  
21 management? And he stumbled around, and  
22 he said, President Ahn. I said, You  
23 know, I've only spoken to that gentleman,

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1 hi, bye, to the bathroom and in the  
2 hallway.  
3 And I said, we -- You're  
4 aware of the H.I. Kim situation, and you  
5 said, Don't worry about it. That's just  
6 the behavior that we see in Hyundai's  
7 management style.  
8 And then he stumbled around,  
9 and he said, and -- and -- and Rick Neal.  
10 I said, Rick Neal? I said, Rick and I  
11 have a great rapport. We work together.  
12 We help each other. We like each other.  
13 I said, Let's call Rick  
14 right now. And he says, No, no, no, not  
15 Rick Neal, not Rick. He retracted that  
16 statement.  
17 And then by the end of the  
18 dinner, by the end of the conversation, I  
19 said, Well, this is just surreal to me,  
20 you know. I said, Is there anything we  
21 can do? And, you know, This is the first  
22 I've heard of anything. He goes, It's --  
23 it's done.

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1 And he -- I walked out to my  
2 car and drove home to my rental house  
3 with no job now and going through a  
4 divorce and heart problems. And, I mean,  
5 it was just a stellar evening.  
6 Q. Did Mr. --  
7 A. Oh, let me -- let me say one more thing.  
8 Oh, he said at the end -- he said, Well,  
9 Rob, it's not me. When I said, you know,  
10 Who is executive management? What -- is  
11 there any recourse? He's like, It's not  
12 me, you know. He -- he's being directed.  
13 Q. Well --  
14 A. And it's not Rick Neal, and it's not Ahn,  
15 because I didn't speak to him. So it  
16 must be H.I. Kim.  
17 Q. Well --  
18 A. Even though I went to him twice and he  
19 said, Oh, don't give it another  
20 thought.  
21 Q. That's going to Duckworth?  
22 A. Right. This is Duckworth in the  
3 meeting.

1 A. He did.  
2 Q. What was discussed about that?  
3 A. He said that it was already a done deal  
4 and for me to go home and think of a -- I  
5 don't know if he said compensation or  
6 severance -- my head was kind of swimming  
7 at that point -- severance package and  
8 then we'll talk again. I can't remember  
9 the date.  
10 But I received a letter, I  
11 believe, a few days afterwards,  
12 indicating not to come to the plant and  
13 so forth, not to represent myself as a  
14 Hyundai employee.  
15 Q. Look for me, if you would, on Page Bates  
16 No. 44.  
17 A. Okay.  
18 Q. You say, Between -- do you see the  
19 paragraph that says, Between the  
20 September 16th, 2005 -- I guess that's  
21 the meeting -- dinner meeting with Mr.  
22 Duckworth -- I had no further meetings  
23 with Mr. Kim or Mr. Ahn. Is that a true

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1 Q. You never went to Mr. Kim and spoke to  
2 him after the meeting; is that correct?  
3 A. No.  
4 Q. Okay. After the Murakami meeting, you  
5 never spoke with him?  
6 A. No, sir.  
7 Q. Did Mr. Duckworth say specifically what  
8 Mr. Kim was upset about?  
9 A. Not at all.  
10 Q. Did he mention the Murakami --  
11 A. He said, the executive --  
12 Q. -- meeting?  
13 A. No. He said, the executive management at  
14 Hyundai is upset with you, and they would  
15 like you to resign.  
16 Believe me, I have said this  
17 statement in my interviews when they ask,  
18 Why did you leave Hyundai? So I know the  
19 story very well. It's a tremendous black  
20 mark on my career in which I have never  
21 had a blemish.  
22 Q. Did Mr. Duckworth bring up the idea of a  
severance package in that meeting?

1 statement?  
2 A. Um-hum, yes.  
3 Q. You said, A few weeks prior to that,  
4 however -- are you saying a few weeks  
5 prior to your meeting with Duckworth or a  
6 few weeks prior to the September 16th  
7 meeting?  
8 A. One second, please. This was prior to  
9 the Murakami meeting.  
10 Q. Okay.  
11 A. Like I said earlier, when they brought  
12 people in from Korea and when Duckworth  
13 arrived in Alabama and wanted to meet  
14 with the directors individually to  
15 verify, correct, the improprieties that  
16 they had heard were occurring at  
17 Hyundai.  
18 Q. So this was an issue Mr. Duckworth  
19 requested?  
20 A. Yes.  
21 Q. Okay. Approximately when did that  
22 meeting take place?  
23 A. Well, I don't know when Keith came here

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1 as deputy president. I think it was the  
2 summer of 2005.  
3 Q. Okay.  
4 A. So then -- and then, after he'd been  
5 here, I would say, a month or so, the  
6 individuals came in from Korea, the  
7 attorneys and some other -- I can't  
8 remember their title. But they spoke  
9 English very well, and they wanted to  
10 hear exactly what had been happening.  
11 And that's how, I think, this list was  
12 generated.  
13 Q. Okay. And I'm looking at Bates No. Page  
14 60 through 62.  
15 A. Um-hum.  
16 Q. Is that a document you prepared?  
17 A. No.  
18 Q. Who prepared that?  
19 A. I have no idea. It was in my in-box.  
20 Q. Okay.  
21 A. It's written -- it seems to me it's  
22 written in Korean and English. It  
23 doesn't sound -- you know, I can only

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1 guess.  
2 Q. Do you know whose handwriting this is?  
3 A. That's my handwriting.  
4 Q. In the black pen?  
5 A. That's my handwriting.  
6 Q. Who all was in attendance at this  
7 meeting?  
8 A. Which meeting?  
9 Q. This one we've got the minutes from.  
10 A. I have no idea what these meeting minutes  
11 are from.  
12 Q. You don't know?  
13 A. No. They appeared in my box.  
14 Q. Well, you attached this as --  
15 A. I showed it to Richard when we had the  
16 consultation, and he draft- -- told me  
17 to --  
18 MR. STOCKHAM: Don't -- don't --  
19 Q. (By Mr. Bostick) Don't tell me what he  
20 said.  
21 A. Okay.  
22 Q. So is that an incorrect statement in the  
23 letter when you say, The minutes of this

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1 meeting are attached?  
2 A. The meeting of the minutes is the  
3 Murakami minutes pages. They're Murakami  
4 meeting minutes.  
5 Q. So you don't know what meeting is being  
6 referred to when it talks about a meeting  
7 with Duckworth?  
8 A. Where are you, sir?  
9 Q. I'm -- I'm back on Bates No. 44.  
10 A. Okay.  
11 Q. This paragraph refers to a meeting.  
12 A. Which paragraph?  
13 Q. It says, Between the September 16th,  
14 2005.  
15 A. A few weeks prior to that, however, I met  
16 with Mr. Duckworth and reported, among  
17 other things, about executives involved  
18 in sexual harassment and other  
19 misconduct.  
20 What's your question? When  
21 was it did this occur or --  
22 Q. Keep reading the whole paragraph.  
23 A. Okay. -- and misconduct with employees

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1 about safety issues, because workers were  
2 not following safety policies, and the  
3 discriminatory treatment given to  
4 American managers and workers who were  
5 treated less favorably than the Korean  
6 managers. I am enclosing a copy of the  
7 meetings of that -- minutes of that  
8 meeting.  
9 These meeting minutes, I  
10 don't feel, were ever intended to be  
11 distributed to anybody but between  
12 Duckworth and Korea. So how they ended  
13 up in my box, I have no idea.  
14 Q. Do you know how --  
15 A. But some of the --  
16 Q. -- they got attached to your letter?  
17 That's my question.  
18 A. I'm sorry?  
19 Q. Do you know how they got attached to your  
20 letter here?  
21 A. Because I showed Richard documents that I  
22 had about this case, and this is the one  
23 that he suggested.

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1 MR. STOCKHAM: Don't tell him what  
2 we talked about.  
3 THE WITNESS: Okay. Well, then I  
4 can't tell you then.  
5 Q. (By Mr. Bostick) So do you know if these  
6 meeting minutes, Bates No. 60 through  
7 62 --  
8 A. Um-hum.  
9 Q. -- are minutes of a meeting you're  
10 referring to in this paragraph on 44?  
11 A. The elements within these meeting  
12 minutes, the bullet points and the topics  
13 discussed, were discussed with myself,  
14 Keith Duckworth and the gentleman from  
15 Korea that came over. Some of these  
16 were. Some of these weren't ever talked  
17 about.  
18 Q. Okay.  
19 A. So I think this is a compilation of all  
20 directors' inputs on -- this is my  
21 guess -- after the meetings with  
22 Duckworth and the Korean colleagues on  
3 things that we needed to correct.

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1 Q. Okay. When -- looking at Paragraph 44,  
2 you are saying you had a meeting with  
3 Duckworth.  
4 A. Yes.  
5 Q. Okay. And you're saying here that's  
6 sometime before the Murakami meeting;  
7 right?  
8 A. Yes.  
9 Q. Tell me by name who you specifically  
10 recall being in that meeting other than  
11 you and Keith Duckworth.  
12 A. That's it.  
13 Q. Okay.  
14 A. He then said -- there were two meetings.  
15 The Duckworth when he arrived in  
16 Alabama.  
17 Q. Okay.  
18 A. Then there was a meeting where -- a  
19 Duckworth meeting, and then he referred  
20 me to the Korean colleagues that were  
21 invisible that wanted to be updated  
22 directly on this.  
3 Q. Okay.

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1 A. So when we had -- I had the meeting with  
2 the Korean colleagues, it went from,  
3 Okay, Rob, you go from this conference  
4 room to this conference room where Mr. X  
5 from Korea is residing. So there was  
6 never a time where all three of us worked  
7 together.  
8 Q. So the second meeting Mr. Duckworth is  
9 not involved in.  
10 A. He's involved in the first part.  
11 Q. The first meeting?  
12 A. He's involved in the second -- there's  
13 two meetings with Duckworth.  
14 Q. Okay.  
15 A. And then Keith's like, Well, this is  
16 interesting what you had to say. I'd  
17 like you to tell our Korean colleagues  
18 this also.  
19 Q. Okay.  
20 A. So he walked me to the room, and he said,  
21 This is Mr. X, Y, Z. He walked -- he  
22 introduced me, and he walked away.  
23 Q. Okay. Do you know what that person's

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1 name is, or job title?  
2 A. He was an attorney for Hyundai --  
3 Q. Okay.  
4 A. -- my understanding, from Korea. He was  
5 a Korean colleague. He spoke in  
6 exceptional English. He did a good  
7 job.  
8 Q. So the meeting minutes -- or notes that  
9 are attached are not notes that you  
10 prepared?  
11 A. Absolutely not.  
12 Q. And you don't know if these relate to the  
13 first meeting or the second meeting;  
14 right?  
15 A. Or a meeting with me, with Kalson, with  
16 Greg Kimble, with Rick Neal, or all four  
17 or some part thereof.  
18 Q. Okay. So, the Duckworth meeting was with  
19 directors from all areas when he gets  
20 there?  
21 A. Um-hum.  
22 Q. Okay. So there was a similar meeting  
23 between he and you and who else?

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1 A. All four directors, again.  
2 Q. Tell me who those are.  
3 A. Rick Neal. There's only four directors.  
4 Q. And Rick Neal is over what?  
5 A. Legal.  
6 Q. Okay.  
7 A. And IT, I think, at the end.  
8 Q. Greg Kimble?  
9 A. Is over human resources.  
10 Q. John Kalson?  
11 A. He's over production.  
12 Q. Okay.  
13 A. And myself over purchasing.  
14 Q. You mentioned earlier John Kalson -- you  
15 said that he must not understand  
16 Hyundai's production system, and he was  
17 the head of the production department?  
18 A. He was.  
19 Q. I mean, did you feel like you had  
20 superior knowledge than him about the  
21 production operation there?  
22 A. Not superior. Just perhaps different  
23 approaches. Just different ways to get

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1 referring to? [REDACTED]  
2 [REDACTED]  
3 A. Yeah, you know, it sounded to me the only  
4 sexual indiscretion I was aware of at the  
5 company was with [REDACTED]. And that  
6 was to notify Richard. These are notes  
7 for Richard.  
8 Q. Okay. And then, Really mainly barely.  
9 A. Yes, that's what I said. Sorry.  
10 We need to force vendors to  
11 keep price low. Enforce rules equally.  
12 I really can't tell you what  
13 that was: Really mainly fairly. That  
14 doesn't make sense to me, but that is my  
15 writing.  
16 Q. So what do you -- what do you recall  
17 telling Mr. Duckworth during your meeting  
18 with him when and -- he arrives at the  
19 plant and he's trying to figure out what  
20 the issues are?  
21 A. We talked about -- That is, the ones that  
22 I can recall as of today. I don't think  
23 I'm going to encompass them all.

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1 from A to B.  
2 Q. But, I guess, if there's a production  
3 issues, that's going to be a decision for  
4 him to make and not you?  
5 A. If there's a production issue?  
6 Q. Yeah.  
7 A. Typically, yes; that's correct. We --  
8 you need to understand --  
9 Q. Go ahead.  
10 A. -- we have written policies and  
11 procedures how production is to take  
12 place. So, all parties should be aware  
13 of that.  
14 Q. Look -- let's look at these meeting  
15 notes, Bates No. 60.  
16 A. Okay.  
17 Q. It says, Internal investigation will be  
18 done for wrongdoing with the executive  
19 side. If the rumors (financial payment  
20 being made by supplier or other sexual  
21 services may be provided) are true, the  
22 action must take now.

Do you know what that is

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1 We talked about there's a  
2 major problem with the Korean colleagues  
3 and the American colleagues being on two  
4 separate teams; that we're not included  
5 in meetings; that we need a go-to to  
6 conduct our jobs correctly.  
7 We were asking repeatedly to  
8 Korean management, please include us.  
9 We'd always hear, We will start this, you  
10 know, at the next launch. We'll start  
11 this in January. We'll start including  
12 you in May. You know, these type of  
13 push-offs, or the excuse would be, It  
14 would take us too long to go through the  
15 meetings if we have to do them in  
16 English.  
17 So we had really two  
18 distinct teams: You know, the Korean  
19 colleague team that wanted to conduct  
20 business the way they did it in Korea  
21 both on the ethical business cultural  
22 fashion; and then people that understood  
23 American business practices that we hired

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1 locally that wanted to do it the same way  
2 Ford or GM or Toyota would do it. So  
3 that -- that was a problem.

4 We talked about the violence  
5 in the workplace. I mentioned the  
6 kicking of the line worker. One of my  
7 employees was kicked by my -- [REDACTED]  
8 [REDACTED], until he was in the  
9 fetal position in the conference room.  
10 And that was in front of my American  
11 colleagues. So they were a little  
12 disconcerted (sic) with [REDACTED]  
13 behavior. That was to [REDACTED]  
14 Let's see.

15 Q. Who was the kicker, and who was the  
16 kickee?

17 A. [REDACTED] the one  
18 that [REDACTED]  
19 [REDACTED] That one.

20 Q. And who was kicked?

21 A. [REDACTED] He worked for [REDACTED]  
22 He was an equal with [REDACTED]. They  
3 were both -- the fight started in the

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1 Q. Okay. Do you know if anything happened  
2 to [REDACTED] after that?

3 A. I don't know. I mean, [REDACTED]  
4 [REDACTED]

5 Q. Okay.

6 A. [REDACTED]

7 Q. But you know Mr. Kimble --

8 A. Was aware of it, was advised.

9 Q. And to your knowledge, it was  
10 investigated by Team Relations?

11 A. They said they would take care of it,  
12 yes.

13 Q. Okay. Were you ever interviewed?

14 A. No.

15 Q. But you didn't personally witness any of  
16 this?

17 A. No, sir.

18 Q. Do you know if any of the people that you  
19 said had witnessed it spoke to Team  
20 Relations?

21 A. I don't know. I mean, the only one that  
22 I know that witnessed it personally was  
23 [REDACTED] And she worked for

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1 cubicle and then went into a conference  
2 room where he proceeded to kick him until  
3 he laid on the ground in front of [REDACTED]  
4 [REDACTED]

5 And let's see. KPMG, we  
6 gave them approximately \$10 million to  
7 conduct a contract for SAP system  
8 orientation.

9 Q. Before you move on that. Let me just --  
10 you know, did you personally witness any  
11 of this incident with [REDACTED]

12 A. I did not.

13 Q. Okay.

14 A. But my people came to me with concern  
15 and, What is going on here? Is this what  
16 we're to expect, you know.

17 Q. Did you -- did you report that on to Team  
18 Relations?

19 A. I reported that on to Team Relations and  
20 to Greg Kimble.

21 Q. And do you know if there was an  
22 investigation on it?

3 A. I don't know.

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1 [REDACTED] So she saw [REDACTED] get  
2 kicked, you know, down to the fetal  
3 position.

4 Q. Do you know if she was interviewed?

5 A. I don't know.

6 Q. Did she speak to anybody in Team  
7 Relations?

8 A. I don't know.

9 THE VIDEOGRAPHER: You have three  
10 minutes on this tape.

11 Q. (By Mr. Bostick) Did you prepare any  
12 documentation for your meeting with Mr.  
13 Duckworth?

14 A. No.

15 Q. Okay. You said the next item you were  
16 talking about was the SAP issue.

17 A. Yes. We had a contract with KPMG, who  
18 later became BearingPoint, a consulting  
19 firm, and they had a meeting with -- an  
20 update meeting with the Korean colleagues  
21 on the IT framework. And this was  
22 reported to me by the BearingPoint's  
23 project manager.

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1 And she said that they were  
2 in discussions. One of the Korean  
3 colleagues didn't like one of the status  
4 reports, and they reached across the  
5 conference table and punched the one of  
6 the BearingPoint gentleman in the face.  
7 He got up and walked down the hall, and  
8 the Korean gentleman, the Hyundai  
9 gentleman, ran down the hall and tackled  
10 him in the hall.  
11 So they were a little  
12 alarmed at this behavior, so they went to  
13 the [REDACTED] at that time --  
14 and said, This is not appropriate  
15 behavior in America. And his solution  
16 was, Don't bring this guy back from  
17 BearingPoint again.  
18 Q. Okay. And this -- who was the person who  
19 did the punching?  
20 A. I don't have their name.  
21 Q. Was it a man?  
22 A. Yes.  
23 Q. And was the subordinate a man?

1 then -- so we -- we needed clarity and  
2 everybody to be on the same page within  
3 the organization so our suppliers can  
4 react.  
5 THE VIDEOGRAPHER: You have two  
6 minutes.  
7 THE WITNESS: So, you know, it was  
8 of importance for the company  
9 for us to be on the same page  
10 on what the production  
11 schedule was going to be so  
12 we can communicate to our  
13 suppliers so they know what  
14 parts to provide so we can  
15 build the vehicles. But  
16 Mr. Kenny Song, who was in  
17 production control, refused  
18 to use our SAP system, which  
19 we paid \$10 million for. He  
20 thought it would be best just  
21 to send the supplier Excel  
22 spreadsheets telling them  
23 what we thought we were going

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1 A. It wasn't a subordinate. It was somebody  
2 from a consultant firm, KPMG.  
3 Q. Was that a man as well?  
4 A. A man.  
5 Q. Both men. Any other interaction you  
6 talked about?  
7 A. No, I mean, the lady -- there was a [REDACTED]  
8 [REDACTED], she was the head of the project  
9 for KPMG, BearingPoint. She's the one  
10 that told me about the activity.  
11 Q. No, but I'm talking about [REDACTED] and  
12 then the person that he was involved  
13 with. That was a man that he kicked?  
14 A. Yes.  
15 Q. Okay. Any other points you remember  
16 bringing up with Mr. Duckworth?  
17 A. Duckworth? I mean, we talked about that  
18 there's no master schedule in the  
19 company; there's no way to communicate to  
20 our suppliers; that we're going to build  
21 1,375 vehicles a day, and then we build  
22 500, and then we build 800. And then we  
23 change the schedule to 2,000. And

1 to build.  
2 So that went on for a good year.  
3 And the suppliers are used to  
4 dealing with GM, Ford,  
5 Toyota, everybody. And, you  
6 know, you get a release for  
7 the parts you need, and  
8 Mr. Song wanted to just send  
9 an Excel spreadsheet or just  
10 give them a call and say, I  
11 know we told you we needed  
12 1,375 vehicle sets of tires  
13 and wheels today, but we're  
14 only going to do 900. And  
15 leave voice mails. So if we  
16 were trying to get -- if you  
17 want to be one of the big  
18 boys, you need to do things  
19 professionally and  
20 appropriately. That was one  
21 of the communication issues  
22 we talked about.  
23 MR. BOSTICK: Why don't we stop

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1 here.  
2 THE VIDEOGRAPHER: Okay. All  
3 right. This is end of Tape  
4 No. 4 in the deposition of  
5 Robert Cyrus to be continued  
6 on Tape No. 5. We are going  
7 off the record at 3:38 p.m.  
8 (Short recess)  
9 THE VIDEOGRAPHER: This is the  
10 beginning of Tape No. 5 in the  
11 deposition of Robert Cyrus.  
12 We're on the record at 3:50  
13 p.m.  
14 Q. (By Mr. Bostick) Mr. Cyrus, we were  
15 talking about your prior meeting with Mr.  
16 Duckworth and all of the issues that you  
17 raised with him. Any other issues, other  
18 than those that you've already discussed,  
19 that you recall specifically  
20 discussing?  
21 A. I'm sorry to interrupt you there. We  
22 talked about discrimination issues as far  
23 as a couple of different instances.

1 reports, for example, were scrutinized,  
2 and it would take two to four weeks to  
3 get our money back. The Koreans would  
4 have their money back in two or three  
5 days. So there was -- I don't know if it  
6 was a lack of trust or what. It was  
7 definitely different -- different  
8 handling of the same type of procedure in  
9 Alabama.

10 Again, you know, when cars  
11 would come out, many of our members had  
12 leased car programs. The Americans would  
13 get their cars last. They are not  
14 available, but all of the Koreans would  
15 have a new car as soon as they needed it.

16 We talked about the promises  
17 of yearly reviews and compensation and  
18 raises in bonuses being put into place.  
19 You know, I was there three and a half  
20 years, and we still -- HR never did come  
21 up with a performance review process.  
22 They would give employees an  
23 across-the-board rate increase. So when

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1 For example, I had a woman  
2 we hired, [REDACTED]. She was the  
3 assistant manager in indirect purchasing,  
4 and she reported directly up to the  
5 chain, not directly, but eventually to  
6 Mr. Hyun. And she probably had 25 years  
7 experience, a very talented lady from  
8 Alabama.

9 And when her boss would go  
10 out of town, Mr. Hyun would put the  
11 Korean-American colleague in charge,  
12 because he couldn't leave a woman in  
13 charge, even though she was his boss. So  
14 we talked about these issues. So when  
15 their boss would go out of town, he would  
16 be in charge, because he was Korean and a  
17 man. So she came to me numerous times  
18 about this type of behavior, and we  
19 talked to Mr. Hyun about it, and he  
20 continued to act in the same fashion.

21 As far as the way American  
22 colleagues and Korean colleagues or HMC  
23 colleagues were treated, our expense

1 I had employees that were doing  
2 exceptionally well, for example, they  
3 would get a five-percent raise. And the  
4 ones that were barely squeaking by would  
5 get a five-percent raise. So we -- we  
6 talked to Keith -- I talked to Keith  
7 about this, you know, continually. It's  
8 a moral issue.

9 Q. What are you looking at?

10 A. I made some notes. You're welcome to  
11 have a copy of it if you would like.

12 Q. Go ahead.

13 A. You know, there were -- there were safety  
14 issues in the plant and at the suppliers  
15 where the Koreans colleagues or HMC  
16 colleagues didn't feel that those rules  
17 applied to them, you know, as far as  
18 safety shoes.

19 Or stepping inside, I  
20 remember a supplier Shin Young Smart --  
21 these are, you know, 4,000-ton presses  
22 that make stamped parts. You are not  
23 even supposed to be near them when

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1 they're operating. There are safety  
2 gates, safety curtains, lock-out tags.  
3 They were sitting in the press and  
4 hand-feeding blanks in there because they  
5 couldn't get the Robots to work. So we  
6 talked to the safety manager there. And  
7 again, you know, the rules didn't apply  
8 to the Korean colleagues.

9 You know, there were a lot  
10 of indiscretions. Like the work: We  
11 talked about the differences in treatment  
12 between the American colleagues and the  
13 Korean colleagues.

14 Q. Are these all you can specifically  
15 recall?

16 A. Right now.

17 Q. And I know these are your lawyer's words  
18 more so than you when you say you  
19 discussed sexual harassment. Is that  
20 something we already talked about?

21 A. Well, we talked about the [REDACTED] thing.

22 We talked about --

3 Q. Did you discuss the [REDACTED] issue with

1 A. He was [REDACTED]

2 Q. -- as a result of that issue?

3 A. I'm sorry?

4 Q. He was sent back to Korea as a result of  
5 that issue?

6 A. Yes.

7 Q. When did that take place?

8 A. I would say the last five months that I  
9 was employed with Hyundai.

10 Q. Okay. And was that -- what department  
11 did [REDACTED] in?

12 A. [REDACTED] in purchasing.  
13 She worked as -- the lady in question  
14 worked in [REDACTED] also.

15 Q. Did you have any personal knowledge of  
16 any of this going on during the time it  
17 was happening?

18 A. No.

19 Q. Okay. And the question -- Ms. [REDACTED] is  
20 that what you said the lady's name was?

21 A. Yes. [REDACTED]

22 Q. Was that -- How was that issue  
23 resolved?

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1 Duckworth in this meeting -- in this  
2 meeting in the summer?

3 A. Yeah.

4 Q. Okay.

5 A. Yes.

6 Q. And we've already covered your extent of  
7 your knowledge with regard to that?

8 A. Right.

9 There is another -- we had a  
10 Korean colleague in [REDACTED]. What's his  
11 name? [REDACTED]. He went to school in  
12 America. I think he went to [REDACTED]  
13 [REDACTED]. I think he has his master's  
14 degree. He was firing [REDACTED]  
15 And he said, quid pro quo, You can either  
16 work the two weeks out and we'll pay you,  
17 or you can take the two weeks off, if you  
18 sleep with me. So, you know, that was a  
19 pure quid pro quo. He was sent back to  
20 Korea, still employed with Hyundai. But,  
21 you know, we talked about that issue  
22 also.

3 Q. He was sent back --

1 A. Again, it was discussed with [REDACTED] and  
2 with Greg Kimble, and Team Relations was  
3 supposed to talk to [REDACTED] about it. I  
4 don't know if that occurred or not.

5 Q. Okay. Do you know, did she come back to  
6 you at some point and say it had been  
7 resolved?

8 A. When she came back to me, you know, it  
9 had not been. No improvement, you know.

10 Q. What period of time are we talking about  
11 for this?

12 A. You know, I probably -- this is in the  
13 latter -- in the last nine months to six  
14 months or nine months before my  
15 termination.

16 Q. And then did you follow up after that  
17 when she said it hadn't be resolved?

18 A. I talked to Hyun again, and I talked to  
19 Kimble again. And, you know, he talked  
20 to who was over [REDACTED]. He  
21 talked to him about, you know, When you  
22 go out of town, you need to put the next  
23 individual by rank, you know, by her

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1 position in charge, not a Korean  
2 colleague because he is male and  
3 Korean.  
4 Q. I mean, did --  
5 A. So that stopped.  
6 Q. You're telling me that it stopped at that  
7 point?  
8 A. Yes.  
9 Q. I mean, do you have any personal  
10 knowledge, other than what [REDACTED] is  
11 saying to you, that that was his reason  
12 for not putting her in charge?  
13 A. That's what she felt.  
14 Q. That's what she felt?  
15 A. That's what she told me.  
16 Q. Did she tell you that somebody had  
17 specifically told her that was the  
18 reason?  
19 A. No.  
20 Q. Okay.  
21 A. He put out a memo saying, While I'm gone,  
22 Mr. X is in charge, even while she is  
23 there.

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1 you say you mentioned sexual harassment  
2 or differences in treatment of Americans  
3 and Koreans that you can recall?  
4 A. Not at this point.  
5 Q. Okay. Other than -- now, that was the  
6 meeting with Mr. Duckworth. Did you go  
7 into all these subjects in your meeting  
8 with the Korean attorney?  
9 A. Yes.  
10 Q. Okay. Did you have notes or anything?  
11 A. I don't think I had notes. I don't think  
12 there was anything in writing. If I did,  
13 it would have been in my log or journal  
14 or diary or whatever.  
15 Q. Were there any specific points that you  
16 brought up with the Korean attorney that  
17 you hadn't spoken about with  
18 Mr. Duckworth?  
19 A. No.  
20 Q. Okay. Other than that meeting that you  
21 have referred to in the letter, were  
22 there any other meetings with Mr.  
23 Duckworth prior to the Murakami meeting

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1 Q. Well, part of it -- it could be he had  
2 concerns about her performance?  
3 A. Quite possibly.  
4 Q. Or there could have been other legitimate  
5 non-discriminatory reasons as to why he  
6 wasn't putting her in charge?  
7 A. That's possible, yes.  
8 Q. As far you know, you don't have any  
9 personal knowledge of why he wasn't  
10 putting her in charge?  
11 A. That's possible, yes.  
12 Q. As far as you know, you don't have any  
13 personal knowledge one way or the other?  
14 A. Just her coming to me and saying, you  
15 know, This is not typical, and it's very  
16 offensive.  
17 Q. And you did -- you followed Hyundai's  
18 policies and reported it on to Team  
19 Relations; and to the best of your  
20 knowledge, it was investigated from there  
21 and resolved?  
22 A. Yes.  
23 Q. Okay. Any other specific instances when

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1 where you complained that you thought you  
2 were being treated unfairly?  
3 A. Did I meet with him and say I was being  
4 treated unfairly?  
5 Q. Yes.  
6 A. With Duckworth?  
7 Q. Yes.  
8 A. Other than the points addressed?  
9 Q. No. Any other meetings, other than that  
10 at that time prior to the Murakami  
11 meeting?  
12 A. No, I had a meeting with Rick Neal and  
13 with Greg Kimble after I started going to  
14 cardio rehab for, I think it was, an hour  
15 three days a week.  
16 Q. We will get to that. I just want to make  
17 sure. I'm trying to do all the  
18 conversations.  
19 A. I informed the executive management that  
20 I was being treated differently because  
21 of my cardio.  
22 Q. I understand about that. Mr.  
23 Duckworth -- I don't want -- you

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1 understand the reason I am asking this,  
2 is that I don't want to get in trial a  
3 year from now and have you say, Well, I  
4 met with Mr. Duckworth four times,  
5 whereas I only told you one time before.  
6 So I'm making clear: We had one  
7 conversation in the summer that was in  
8 relation to the gentleman arriving from  
9 Korea?  
10 A. And one previous to that --  
11 Q. Okay.  
12 A. -- when he arrived in Alabama.  
13 Q. Okay. Have we fully discussed the  
14 substance of those meetings?  
15 A. To my knowledge at this point, yes, my  
16 recollection at this point.  
17 Now, I had meetings with  
18 Keith every Monday when we had the  
19 directors' meetings.  
20 Q. As far as your complaints to him about  
21 your treatment there at Hyundai?  
22 A. It really wasn't -- it was concerns for  
3 the benefit of the company, the things

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1 know, when you're identifying for me the  
2 meetings where you complained to Mr.  
3 Duckworth about wrongful treatment.  
4 A. You know, these -- I mean, I already  
5 clarified my position on that.  
6 Q. Okay. Now, you also mentioned, I've seen  
7 that you talked to Mr. Neal and to  
8 Mr. Kimble when you came back from  
9 your --  
10 A. Heart stent procedure.  
11 Q. -- heart procedure.  
12 A. Uh-huh.  
13 Q. And you expressed concern to them that  
14 you felt like you had been treated  
15 differently after you had come back from  
16 the procedure?  
17 A. Yes.  
18 Q. Okay. Tell me first when these  
19 conversations took place. Is there just  
20 one conversation you had with both, or  
21 are we talking about --  
22 A. No, there was one conversation I had with  
23 both --

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1 that we need to rectify.  
2 Q. I understand.  
3 A. Okay.  
4 Q. Okay.  
5 A. It wasn't personal complaints. I did  
6 meet with him about one other issue at a  
7 different time about the promise to me to  
8 become a vice president after two years  
9 after Mark Lee went back. And --  
10 THE COURT REPORTER: Excuse me.  
11 Who went back?  
12 THE WITNESS: Mark Lee. Min Ho  
13 Lee.  
14 Q. (By Mr. Bostick) I understand that's an  
15 allegation in your Complaint in your  
16 state court about the fraud.  
17 A. Yes. I want to make it clear that's  
18 another separate discussion that we  
19 had.  
20 Q. We will discuss that tomorrow.  
21 A. Okay.  
22 Q. I think that would be more appropriate.  
3 But that was in the conversation, you

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1 Q. Okay.  
2 A. -- in a conference room by Rick's  
3 cubicle.  
4 Q. Okay.  
5 A. And Greg's area also.  
6 Q. Okay. And then did you have other  
7 conversations other than that one with  
8 them separately, or are we just talking  
9 about this one conversation?  
10 A. I am just mentioning this one  
11 conversation that I had about being  
12 treated differently after I returned from  
13 the cardio situation.  
14 Q. Okay. And I think, in your tape, you  
15 called Mr. Kimble and mentioned the  
16 conversation.  
17 A. Yes.  
18 Q. And why don't we look at that.  
19 A. Yes.  
20 Q. While I am looking at that, do you  
21 remember there being an executive meeting  
22 where you got in a discussion with --  
23 over the use of the SAP system versus the

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1 spreadsheets?  
2 A. In the executive meeting?  
3 Q. Yes.  
4 A. I mean, we talked about topics such as  
5 that in the directors' meetings on, you  
6 know, an as-need basis.  
7 Q. Who -- who was the executive you said was  
8 having real reservations about using SAP?  
9 A. Kenny Song, S-O-N-G.  
10 Q. I mean, do you remember having any  
11 disagreements with him in an executive  
12 meeting about the use of SAP?  
13 A. No. We had a polite request: that, you  
14 know, in order to function correctly, we  
15 need to do this based on the \$10 million  
16 system that we need paid for and not an  
17 Excel spreadsheet and not leaving  
18 messages, Oh, by the way, this is  
19 Hyundai. Stock production from 1,375 to  
20 800. That's not how you -- you know, we  
21 can't operate that way.  
22 Q. That was something that you said during  
3 the meeting?

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1 A. I said and -- yes, I said it.  
2 Q. What was Mr. Song's response to that?  
3 A. He -- he agreed and said that he would,  
4 you know, go with the system that we paid  
5 for, the SAP system that we would -- he  
6 would utilize it, but he didn't.  
7 Q. We won't make this an exhibit.  
8 Look on Page 28 of this.  
9 A. Okay.  
10 Q. Do you see down at the bottom it's a  
11 voice-mail message?  
12 A. Um-hum.  
13 Q. I need to talk to you about some issues  
14 with rumors I'm hearing. Remember when I  
15 sat you and Greg down and made formal  
16 notice that I had been treated  
17 differently, felt that I was treated  
18 differently because of my medical  
19 condition with my heart. Do you know now  
20 if they -- this is coming to fruition?  
21 A. Um-hum.  
22 Q. Do you recall approximately when this  
3 conversation took place -- this voice

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1 mail was left? It says 2:30 on Monday.  
2 A. You mean, does the tape not indicate  
3 that?  
4 Q. Well, the date -- it says October 24th.  
5 A. That's what I'm thinking.  
6 Q. But --  
7 A. I think it -- you know, it's either  
8 Sunday the 23rd or Monday the 23rd. It's  
9 probably Monday the 24th since it's -- I  
10 don't know if it's voice mail on his cell  
11 phone or voice mail.  
12 Q. And then following -- this is following  
13 the meeting you had Saturday night,  
14 though.  
15 A. Yes.  
16 Q. Okay. So --  
17 A. Well, let me see, yeah.  
18 Q. Okay. And here you're referring to this  
19 earlier conversation you had with --  
20 MR. STOCKHAM: Greg and --  
21 THE WITNESS: Greg and Rick.  
22 Q. (By Mr. Bostick) Greg and Rick. Tell me  
23 what you told them about why you felt you

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1 were being treated differently because of  
2 your medical condition.  
3 A. Specifically, when we make major  
4 decisions, a sourcing decision or a  
5 movement of personnel, it requires my  
6 signature in a consensus form where you  
7 have a signature block where it would go  
8 from the author to their boss, to their  
9 boss, to their boss, to the director, to  
10 the vice president. And depending on the  
11 importance of it, it may go to the  
12 president of the company and so forth.  
13 So, even though I'm just at  
14 a cardio rehab from 8:00 in the morning  
15 until 9:30 in Montgomery, Alabama. You  
16 were never here; I heard those comments  
17 many times. I am never here from Choi  
18 and Juan Young. And that's why they said  
19 they would avoid my signature and take  
20 actions without even consulting me on  
21 issues that were required -- that  
22 required my signature.  
23 For one example, we had a

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1 lady -- [REDACTED] -- who worked for us  
2 in parts development. She was an  
3 assistant staff. She was an excellent  
4 worker, very intelligent. I think she  
5 had a master's degree. [REDACTED] treated  
6 her like a waitress: Get me coffee, get  
7 me -- you know, she was a woman, so she  
8 really wasn't -- this is my perception --  
9 in his eyes -- in Korea, there are very  
10 limited -- or I didn't see any women in a  
11 professional manner there other than only  
12 secretaries.  
13 So she was doing well. I  
14 had conversations that, We need to make  
15 her a buyer. She already her degree,  
16 which was a requirement. When I was  
17 gone, I wanted her to be in my group.  
18 They pushed through a signature approval  
19 to move her to a different area without  
20 my agreement. So I discussed that with  
21 them. You know they changed --  
22 Q. Who's "they"?  
23 A. Mr. [REDACTED] who is general manager

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1 of purchasing administration, and [REDACTED]  
2 [REDACTED], who was my boss. I  
3 think his title at that point is senior  
4 director of purchasing, parts  
5 development.  
6 Q. And what was [REDACTED]?  
7 A. [REDACTED]  
8 Q. Was she promoted as part of that move?  
9 A. Yes. And that's what I wanted, but I  
10 wanted her to go in a specific area where  
11 she would have some leadership and  
12 guidance. You know, she was new to this  
13 area. We needed somebody who had strong  
14 managerial capabilities. And they just  
15 tossed her in an area, you know, where I  
16 didn't think it was appropriate.  
17 Q. Did you specifically mention that when  
18 you talked to --  
19 A. Yes, I took the document with me. Okay?  
20 Q. And -- and so your -- your thing with  
21 that was that your signature should have  
22 been on the document?  
23 A. Well, they're making decisions in my

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1 department about my employees without  
2 even notifying me of it. She was going  
3 to go back to Korea. They gave her the  
4 job unbeknownst to me. We already had a  
5 going-away party for her. And it's like,  
6 Well, [REDACTED], you're still here. Oh, yeah,  
7 [REDACTED] moved me.  
8 Q. And do you know when the move was for  
9 her?  
10 A. The documents should be available. You  
11 know, that was within the last nine  
12 months of my employment.  
13 Q. Were you --  
14 A. It mean, it was after my heart condition,  
15 so that was in April, May. So it was  
16 probably the summer of 2005.  
17 Q. But I guess was the move done at a time  
18 when you were out on FMLA leave, or were  
19 you actively back at work?  
20 A. Both. I mean, I'd come back to work, and  
21 then I had medication reaction. So --  
22 Q. But, I guess, was her promotion decision  
23 made at a time when you were out on

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1 leave?  
2 A. I couldn't tell you. I'd have to look at  
3 Melanie McCormick's documentation.  
4 Q. Do you know what date --  
5 A. You know, most of it wasn't because it  
6 was a complaint about the, Why do I have  
7 to go to cardio rehab? And Kimble was  
8 complaining the same time that he had  
9 hurt his knee and he needed to go to  
10 rehab, and the Korean colleagues wouldn't  
11 allow him to leave.  
12 Q. Well, you -- my question is that, you  
13 know, a promotion is a discreet decision  
14 that's made. I'm just wondering, was  
15 that discreet decision to promote  
16 [REDACTED] done while you were actively at  
17 work or not?  
18 A. I was -- I was in cardio rehab for, you  
19 know, less than half of the first portion  
20 of the morning.  
21 Q. Okay. So you were not out still  
22 recovering from surgery at that point is  
23 your testimony.

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1 A. No. No, sir.  
2 Q. Why was she going to go back to Korea?  
3 A. Well, she wasn't happy, you know, getting  
4 her master's degree and being very  
5 talented and asked to be a secretary.  
6 She -- you know, I had to  
7 attend these meetings. This is another  
8 issue on different treatment.  
9 I had to attend a meeting  
10 from 5:30 to 7:30 or 8:00 p.m., 9:00,  
11 o'clock every night. It was a quality  
12 audit vehicle review. It was 100 percent  
13 in Korean language, written and spoken.  
14 So I had to go; Mr. Kalson had to go;  
15 typically Susock was there; Chuck  
16 Knowles, my supplier -- supplier  
17 development manager.  
18 And, you know, after a week  
19 or two, I went back to Min Ho Lee. I  
20 said, Mr. Lee, these meetings aren't in  
21 English at all, nothing written, nothing  
22 spoken. You know, can I get a  
3 translator?

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1 That's when, you know, he  
2 wouldn't get us a translator, but he  
3 would send [REDACTED] there. So she  
4 didn't -- she wasn't hired to be a  
5 translator. She didn't get her master's  
6 degree to be a translator. So she, out  
7 of the kindness of her heart, did these  
8 meetings for, I'd say, a month or so.  
9 And then she says, You know, I have a  
10 life. I want to get out of here and, you  
11 know, enjoy whatever she wants to enjoy.  
12 So I went back to Mr. Lee.  
13 He would assign other individuals to go,  
14 other Korean colleagues in my department.  
15 They'd be very resentful. They wanted to  
16 go to the meetings, but they didn't want  
17 to translate. So us Americans are  
18 standing around for hours on end without  
19 one word in English.  
20 So when I come back to Mark  
21 Lee again, he said to me repeatedly, If  
22 you do not go to these meetings, I cannot  
3 guarantee your neck. So he's saying

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1 unless you go to these meetings, even  
2 though he agrees there is probably no  
3 benefit to them, then, you know, you will  
4 lose your job.  
5 So -- and when we went to  
6 these meetings, the three top guys --  
7 Mr. Mon He Lee, who was the COO before  
8 H.I. Kim -- they would push a chair up to  
9 him, so he sat during until the entire  
10 three-hour daily meeting. And if Y.S.  
11 Kim was there -- the top three Koreans  
12 were all pushed up a chair like they were  
13 royalty while everybody else stood around  
14 for three hours and we listened to  
15 Korean. And so that was very  
16 enlightening.  
17 Q. Is -- is that something you raised with  
18 Rick and Greg?  
19 A. Oh, yeah.  
20 Q. Okay.  
21 A. I talked to them. I talked to Duckworth  
22 about it.  
23 Q. My question is trying to finish out what

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1 did you tell Kimble and Rick in this  
2 meeting?  
3 A. The meeting that I had was to talk about  
4 the signature and going around my back to  
5 make decisions.  
6 Q. Okay.  
7 A. Not that issue. I'm sorry if I strayed  
8 there.  
9 Q. That's all right. So you -- so you  
10 mentioned -- well, it sounds like the --  
11 with that that you were saying you felt  
12 like you --  
13 A. Well, [REDACTED] -- I'm sorry. That's how we  
14 connected there. I mean, she was --  
15 Q. That was about a signature?  
16 A. She had had it. You know, she wasn't  
17 moving up in the company. She was going  
18 above and beyond. She was an excellent  
19 employee. Then all of a sudden she's  
20 leaving and going back to Korea.  
21 And then I come back to  
22 work, and she's still there. And we had  
23 a going-away party and, you know, Mr.

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1 [REDACTED] and [REDACTED] did all that without  
2 telling me, advising me. It's very, you  
3 know, awkward.  
4 Q. Okay. So have you told me fully what you  
5 told Mr. -- excuse me -- Kimble and  
6 Mr. Neal during this meeting?  
7 A. That I was being treated distinctly  
8 different after --  
9 Q. Coming back from your heart procedure.  
10 A. Yes, sir.  
11 Q. Okay. Was there any response taken with  
12 regard to the signature issue after  
13 that?  
14 A. None that I could tell.  
15 Q. Okay. What was -- what was the response  
16 in the meeting?  
17 A. They -- they listened, you know,  
18 concerning.  
19 Q. And you'd always gotten along with  
20 Mr. Kimble and Mr. Neal prior to that  
21 time.  
22 A. Oh, absolutely.  
23 Q. Okay. Look on Page 32. I guess, did you

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1 to attend, but he dodged out of the  
2 meeting. But we put together a list of  
3 concerns with the company and things that  
4 we needed to level up to be a real  
5 automotive company. So we had numerous  
6 meetings throughout my tenure. Rick was  
7 in the meeting. Greg was in the meeting.  
8 John promised to come, but John's a very  
9 snaky individual in my personal  
10 opinion.  
11 MR. LEE: He didn't mark the last  
12 one.  
13 MR. BOSTICK: What's my --  
14 MR. STOCKHAM: 16 is the last one,  
15 so --  
16 MR. BOSTICK: 17.  
17 MR. STOCKHAM: -- 17 would be the  
18 next one. You did not mark  
19 that --  
20 MR. BOSTICK: I didn't mark that  
21 document.  
22 MR. STOCKHAM: Tape 1.  
23 (The referred-to document was

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1 have any other meetings other -- other  
2 than the one we just talked about with  
3 Mr. Neal or Mr. Kimble?  
4 A. You know, I can go back through my  
5 calendar and see if there's ever a  
6 meeting I had with them. I mean, I can't  
7 tell you exclusively I never spoke to  
8 them ever again.  
9 Q. I'm talking about where you had a  
10 specific complaint of, I'm being treated  
11 differently since I've gotten back from  
12 my --  
13 A. Regarding the heart situation?  
14 Q. Right.  
15 A. No, I don't believe there was a set  
16 --another meeting.  
17 Q. I mean, any other specific meetings where  
18 you can recall going back and saying, I'm  
19 being treated differently because I'm an  
20 American?  
21 A. Now, that's a different issue. We had  
22 those discussions. You know, Rick and I  
23 and Greg Kimble, and Kalson was supposed

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1 marked for identification as  
2 Defendants' Exhibit No. 17)  
3 Q. (By Mr. Bostick) Is that the document you  
4 are referring to?  
5 A. No. Huh-huh.  
6 Let me look at this. I  
7 don't even know if I've even seen it.  
8 Control issues are creating an  
9 us-and-them environment.  
10 MR. STOCKHAM: Do you have one for  
11 me?  
12 Q. (By Mr. Bostick) Oh, I'm sorry.  
13 A. I have no idea who generated this, but  
14 not me.  
15 Q. So, I guess I'd like to distinguish  
16 between -- there's a difference between  
17 you going to Mr. Kimble or Mr. Neal about  
18 a specific incident related to your  
19 situation. You know, you went --  
20 A. My heart situation?  
21 Q. Right. You went to them and said, I am  
22 being treated differently, I feel,  
23 because of my heart situation.

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1 A. Right. That's one distinct issue.  
2 Q. Now, I understand that there were  
3 meetings you had where y'all are talking  
4 about collective issues there at the  
5 plant.  
6 A. Yes.  
7 Q. These type things.  
8 A. That's correct.  
9 Q. I mean, my question is: Do you recall  
10 specific meetings that you had with  
11 Mr. Neal or Mr. Kimble other than the one  
12 we talked about when you went and  
13 addressed a specific issue --  
14 A. Yes.  
15 Q. -- relating to you.  
16 A. Yes. I'm sorry to cut you off there.  
17 Q. Okay. You do recall other meetings.  
18 A. Um-hum.  
19 Q. Tell me about them.  
20 A. Well, the meeting that's -- it's  
21 handwritten from a Panaboard to a copy  
22 board. And I started out taking the  
3 notes. It's my handwriting, but it's not

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1 incident -- we'll talk about this meeting  
2 later -- a specific meeting where you  
3 went to Kimble or Neal, other than the  
4 one incident upon your return, where you  
5 said, I have a particular issue I need  
6 addressed with how I'm being treated  
7 personally.  
8 A. Not other than the Murakami meetings  
9 we've talked about in excruciating  
10 detail.  
11 Q. Okay. And then the -- the earlier  
12 meeting about, Am I being treated  
13 differently since I have had my heart  
14 surgery; right?  
15 A. That's -- that meeting occurred.  
16 Q. That's an issue: I am being treated  
17 differently because of my heart.  
18 A. Yes.  
19 Q. Over here, you got: I feel like I'm  
20 being treated unfairly as a result of  
21 this Murakami meeting.  
22 A. Right.  
23 Q. Other than that, is there any other

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1 all of my opinions. And then, at the  
2 end, either Greg wrote the end of it.  
3 It's one of the documents we provided to  
4 you. And there's a list probably -- it's  
5 three columns -- probably a list of 40  
6 things that are concerns.  
7 This was early on when we  
8 were kind of astonished at the Hyundai  
9 style, and, Wow, you know, what have we  
10 gotten ourselves into?  
11 Q. I mean, what was the nature of this  
12 meeting?  
13 A. Improvement. You know, what we needed to  
14 improve. You know, Greg Kimble's the one  
15 that called this meeting, initiated this  
16 meeting, and I think he felt handcuffed.  
17 He wasn't able to conduct his business.  
18 His people certainly didn't listen to him  
19 or give him any authority. His  
20 manager -- he's a director -- scoffed  
21 him. They did whatever the heck they  
22 wanted, whenever they wanted.  
3 Q. I guess my question is: Was there an

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1 meetings with Kimble or Neal or  
2 Duckworth -- both of them -- where you  
3 said I've got to --  
4 A. Let's keep that separate.  
5 Q. Okay.  
6 A. Not -- I'm sorry. I cut you off.  
7 Q. -- where you're going and saying -- I  
8 mean, that we've talked about already  
9 where you're saying to Kimble and Neal or  
10 Duckworth, I am being treated  
11 differently.  
12 A. Well, we're changing it here. You said  
13 Kimble and Neal, and now we are doing  
14 Kimble, Neal and Duckworth.  
15 Q. Okay. We can take --  
16 A. The Duckworth one -- I am trying to  
17 cooperate here.  
18 Q. Okay. Let's talk -- okay, this is  
19 different: Mr. Kimble -- have you told  
20 me every conversation you had with  
21 Mr. Kimble where you went to him and  
22 said, I feel like I'm being personally  
23 treated differently.

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1 A. The ones I told you about; that's it.  
2 Q. Okay.  
3 A. Now, we may have had conversations about  
4 problems with the company 50 different  
5 times.  
6 Q. Right. Okay. Now, but you had a  
7 conversation with him when you returned  
8 from your stent surgery.  
9 A. Yes.  
10 Q. We've got that one. And we've seen some  
11 phone conversations you had with him.  
12 A. Right.  
13 Q. Other than that, you're not aware of any  
14 other specific --  
15 A. Where I went for a specific Rob Cyrus  
16 concern?  
17 Q. Right.  
18 A. About treated differently?  
19 Q. Right.  
20 A. No.  
21 Q. Okay.  
22 A. It did not occur at the time. Didn't  
23 happen.

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1 Hyundai but himself.  
2 Q. But other than a complaint to him about  
3 your personal situation, other than the  
4 meeting after you returned from surgery,  
5 that's it?  
6 A. That's it. Sorry.  
7 Q. Okay. And then with Mr. Duckworth, you  
8 talked about the general meeting when he  
9 arrives at the plant. There's the  
10 follow-up meeting when the attorney  
11 arrives. And then you have the meetings  
12 with him immediately following the  
13 Murakami meeting.  
14 A. Um-hum.  
15 Q. And then, I guess, the later -- the  
16 dinner meeting?  
17 A. And then we had a meeting about not  
18 coming to fruition the commitments from  
19 Ted Chung and from Keith Duckworth about  
20 me being promoted to vice president  
21 within two years after Mark Lee leaves.  
22 There was an extensive -- numerous  
23 discussions about that -- correspondence

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1 Q. Rick Neal: You had with meeting with he  
2 and Mr. --  
3 A. Kimble.  
4 Q. -- Kimble -  
5 A. Yes.  
6 Q. -- after you returned from stent surgery.  
7 A. This is -- right. During the rehab  
8 period, yes.  
9 Q. Right. You had a voice mail -- I didn't  
10 see from the tapes where you had -- ever  
11 had a conversation with him after the  
12 Murakami meeting; is that right?  
13 A. With -- with Rick?  
14 Q. With Rick Neal.  
15 A. No, I called him, but I don't think I was  
16 able to reach him. I did talk to Rick  
17 one time about I had to get salary  
18 information on my last salary for a  
19 prospective employer, because I didn't  
20 want to tell them an incorrect last  
21 salary. And he was nice enough to call  
22 payroll, and he called me back. He  
23 didn't want me talking to anybody else at

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1 and actual meetings.  
2 Q. Okay.  
3 A. And there's actually discussions with  
4 Keith about --  
5 MR. STOCKHAM: We can talk about  
6 that tomorrow.  
7 THE WITNESS: I mean I --  
8 Q. (By Mr. Bostick) But -- and we'll discuss  
9 those.  
10 A. I'm not saying that's the last -- I  
11 apologize. I'm not saying that's the  
12 only time I ever talked to Keith is what  
13 I'm trying to get across.  
14 Q. I'm talking about the particular  
15 complaints, other than -- you know, I  
16 guess, other than, Hey, I think I should  
17 have gotten a vice president promotion.  
18 Were there any --  
19 A. No, it wasn't, Hey, I think I should  
20 have. It was in writing, and that was  
21 part of the inducement to get me away  
22 from Mercedes Benz.  
23 Q. Right. Other than discussions over that

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1 issue --  
2 A. We had other discussion besides that  
3 also.  
4 MR. STOCKHAM: Yeah, what he's  
5 asking you is, were there any  
6 complaints you had about the  
7 way you were treated as  
8 opposed to the Koreans with  
9 Mr. Duckworth.  
10 THE WITNESS: I remember one  
11 specific conversation in the  
12 stairway down to the lower  
13 level lobby, and we were  
14 talking about -- I don't  
15 remember what we were talking  
16 about. We were talking about  
17 some Korean colleague  
18 behavior.  
19 And I was surprised because he  
20 said to me, Well, Rob, you  
21 can't make a cat a dog,  
22 meaning, the Korean  
23 colleagues will do their

1 conversations with Mr. Duckworth about  
2 your individual treatment as compared to  
3 your Korean co-workers?  
4 A. I can't recall any at this time.  
5 Q. Okay. Did you ever make any complaints  
6 to Mr. H.I. Kim about the way you were  
7 treated during the time you were there?  
8 A. No.  
9 Q. Did you ever make any complaints to Mr.  
10 Ahn, other than the letter you wrote in  
11 early November, about the way you were  
12 treated?  
13 A. No.  
14 Q. Did Mr. -- in -- in looking on Page 32 of  
15 the Transcript 1 that we were looking at  
16 earlier, it says, But I -- this looks  
17 like you are talking H.J. --  
18 A. 32?  
19 Q. Yeah.  
20 A. It goes up to -- Okay.  
21 Q. It says -- look at the paragraph: But I  
22 needed to speak with you. I'm hearing  
23 rumors about me getting terminated for

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1 business in this nature. In  
2 Korea you can't make a cat a  
3 dog. You cannot -- they were  
4 not going to effectively  
5 adapt to American business  
6 practices.  
7 And I was shocked at that comment.  
8 I mean, that's like giving  
9 up. And when we know that  
10 things aren't done  
11 appropriately in America --  
12 it may work in Korea, but it  
13 doesn't work here, that his  
14 comment was, Well, you can't  
15 make a cat a dog.  
16 Q. (By Mr. Bostick) Was -- do you recall  
17 what the specific --  
18 A. I'm sorry, I don't.  
19 Q. -- comment was?  
20 A. I just remember that comment. It's like,  
21 Whoa.  
22 Q. Other than that, do you remember a  
23 specif- -- any other specific

1 missing work on a heart-related issue.  
2 A. Um-hum.  
3 Q. Who --  
4 A. Let me look.  
5 Q. Yeah, sure.  
6 A. Let me, please, understand the  
7 conversation here.  
8 All right. I'm sorry. What  
9 was your question?  
10 Q. Yeah, my question is: Had you heard a  
11 rumor that you were being terminated for  
12 a heart-related --  
13 A. No.  
14 Q. -- condition prior to that time?  
15 A. No.  
16 Q. Why did you make that statement, or do  
17 you --  
18 A. Well, I mean, I was -- I didn't -- didn't  
19 know why anything had happened that  
20 happened with --  
21 Q. Did you leave this voice mail at a point  
22 in time after you had your dinner with  
23 Mr. Duckworth?

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1 A. Yes.  
2 Q. Okay. Mr. Duckworth had said the concern  
3 was over your attitude; right?  
4 A. He never mentioned the word "attitude"  
5 ever. He only said, Rob, the executive  
6 management at Hyundai is unhappy with  
7 you, and they would like you to resign.  
8 That's why it was so strange and surreal.  
9 What? Never was a mention of the word  
10 anything other than that.  
11 If Keith had had an attitude  
12 problem with me, he wouldn't say, Rob,  
13 it's not me.  
14 Q. Let's look on Page 39. There's this  
15 reference where you say, you know, I've  
16 cover their butts.  
17 MR. STOCKHAM: Yes. This is 32.  
18 MR. BOSTICK: Yeah, I just put in  
19 excerpts of this instead of  
20 the full thing.  
21 MR. STOCKHAM: The last page you  
22 got was 32. Oh, did you just  
23 put it in?

1 They did file bankruptcy. They could not  
2 secure financing. They could not  
3 complete the contract.  
4 [REDACTED] and I had numerous,  
5 numerous meetings with their executive  
6 management. We went to court up in  
7 Detroit. We finally rescued them by  
8 bringing on another supplier by very  
9 creative means by using the bankrupt  
10 supplier's equipment suppliers to -- if  
11 we hadn't done this, the plant wouldn't  
12 have launched. That's one -- one of the  
13 issues I was referring to.  
14 Other ones could be, when  
15 they wrecked their cars and called their  
16 wives to come pick them up because they  
17 were drunk and left the scene of an  
18 accident. You know, I didn't really  
19 cover their butts that way, but, I mean,  
20 that kind of -- that's not a good  
21 example.  
22 Q. Well, let me -- look on Page 50. I'm  
23 curious about --

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1 MR. BOSTICK: I just went over to  
2 the next one.  
3 MR. STOCKHAM: Okay.  
4 MR. BOSTICK: Sorry.  
5 MR. STOCKHAM: 39, you say?  
6 MR. BOSTICK: Yeah, 39.  
7 Q. (By Mr. Bostick) Do you see that  
8 statement at the top saying, I am a  
9 stellar employee. It says, You know, I  
10 covered their butts a thousand times.  
11 I mean, who -- we see you  
12 kind of go through a listing a little  
13 bit. What specifically were you  
14 referring to there in talking about  
15 covering people's butts?  
16 A. Let's see. I got us to launch the plan  
17 on time by recovering -- our bumper  
18 supplier was pushed on us by Mr. Lee. I  
19 indicated to him in writing, and verbally  
20 many times, this -- this supplier you are  
21 forcing us to use is rumored to be in  
22 financial straights and will be filing  
23 bankruptcy. He made us use them anyway.

1 A. Page what?  
2 Q. -- what you actually did.  
3 A. 50?  
4 Q. Yeah. -- what you did in regard to this  
5 car wreck.  
6 A. 50?  
7 Q. Yeah.  
8 A. Which car wreck? The one last month?  
9 Q. Page 50, you say -- this is the  
10 conversation with your mother.  
11 A. Uh-huh.  
12 Q. Midway saying, Because, you know, I have  
13 done a great service.  
14 A. I need to find out where you're at.  
15 Okay.  
16 Q. Because I've done a great service, and  
17 this is what they do to me. And you say,  
18 I've gotten their children in school.  
19 Let's start with that first.  
20 Who have you gotten in school?  
21 A. [REDACTED] failed to apply for school for  
22 his children in the appropriate time. So  
23 I got with Jean Charbonneau, who was on

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1 loan from us from the state, to see if we  
2 could get his children into school. I  
3 think it was a magnet school or one of  
4 the schools.  
5 A. So, you know, I spent hours with the  
6 school, with Jean Charbonneau, going  
7 above and beyond my purchasing  
8 requirements to try to help out my Korean  
9 colleagues. Because if I was in Korea, I  
10 would need help that -- I mean, I'm just  
11 trying to do the right thing and help  
12 them out where they need help.  
13 I had their gas turned on.  
14 I had -- you know, numerous countless  
15 things.  
16 Q. What did you do in regard to this car  
17 wreck?  
18 A. Let's see. Actually, I didn't -- you  
19 know, the car wreck, there's one with a  
20 [REDACTED] where he left our second  
21 office, which was the Halcyon office.  
22 He -- oh, this is about [REDACTED]  
23 No, that's not it. There's so many

1 Q. I mean, you seem to be bragging about  
2 some great service you've done. Is this  
3 just hyperbole here?  
4 A. This is -- that's -- I didn't do anything  
5 with driving the car or anything.  
6 Q. So you're -- you're taking claims for  
7 things you didn't do to your mother in  
8 the conversation. Is that what's going  
9 on here?  
10 A. Yeah. It sounds like it, yeah.  
11 Q. Okay. So your Mom says, Well, it's just  
12 that one probably nasty son of a bitch  
13 who wants to get rid of you, the one you  
14 had the words with, isn't it?  
15 And your response is, Yeah,  
16 the one that lied to me and admitted he  
17 lied to me. And I said yesterday you  
18 told me X, Y, Z. He goes, I changed my  
19 mind.  
20 A. Oh, that was --  
21 Q. Can you tell me who this is referring  
22 to?  
23 A. Yeah, it's Mr. Hyun.

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1 different wrecks.  
2 [REDACTED]  
3 [REDACTED]  
4 [REDACTED]  
5 [REDACTED]  
6 [REDACTED]  
7 [REDACTED]  
8 [REDACTED]  
9 [REDACTED]  
10 [REDACTED]  
11 all [REDACTED]  
12 [REDACTED]  
13 [REDACTED]  
14 [REDACTED]. So I didn't really help out  
15 anything. I just listened. [REDACTED]  
16 [REDACTED] was in  
17 the meeting. I mean, really I didn't  
18 aid -- do anything really.  
19 Q. Okay.  
20 A. Let's see. I got -- go ahead.  
21 Q. You didn't drive the car from one spot to  
22 another?  
23 A. Me? I wasn't even --

1 Q. What had he said to you that he then  
2 changed?  
3 A. He -- this was in regards to the stand-up  
4 meeting on the concrete for three hours  
5 every night, Monday through Friday. He  
6 told me that Mr. Simon -- San Shin Young  
7 was his name. He would go to the  
8 meetings, and he would report back to me  
9 because they were not in English.  
10 So I went to Song and said,  
11 I need the meeting minutes from  
12 yesterday's meeting; and he said, I am  
13 not your translator. I am not your  
14 secretary. So I went back to Hyun, and  
15 Hyun just bold-faced lied to me and said  
16 that he told Song to do it. And then when  
17 I talked to Song, he said, He never told  
18 me to do that.  
19 And then H.J. said, Yeah,  
20 yeah. I lied to you. So that was our --  
21 our leader in the department now.  
22 Q. Well, she -- she says down here, They're  
23 just ruthless. There's no rules. And

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1 then she says, And you've known that all  
2 along, and you've wanted out. But then I  
3 guess the tape breaks off. I mean, had  
4 you told your mother prior to this time  
5 that all this stuff happened with  
6 Murakami that you wanted to get out of  
7 there?  
8 A. It's not -- you know, get out of there  
9 would be -- you know, not only the  
10 Murakami situation, but all of the things  
11 that were promised that didn't come to  
12 fruition. The two different teams.  
13 You know, mainly everything  
14 that was promised: This is going to be  
15 just like any other American company.  
16 This is going -- your future is X, Y, Z,  
17 in writing, and nothing comes to  
18 fruition.  
19 Q. I guess, prior to the Murakami incident,  
20 were you displeased enough with your work  
21 there at HMMA where you had started to  
22 look for work elsewhere?  
23 A. No, I never did, no.

1 wants to check on my health and how I'm  
2 doing. And in the last ten minutes of  
3 the conversation, he said, Well, Rob, the  
4 executive management at Hyundai is  
5 uncomfortable with your attitude, and we  
6 would like to ask you to resign.  
7 Does that refresh your  
8 recollection that he did tell you in that  
9 meeting at dinner that the management was  
10 unhappy with your attitude?  
11 A. No. That's a misspeak on my behalf at  
12 that point.  
13 Q. Okay. So this is just your words  
14 being -- you just misspoke?  
15 A. Yes. I mean, in content -- like I said  
16 the third time now, he said, The  
17 executive management at Hyundai is  
18 unhappy with you, and they would like you  
19 to resign.  
20 Q. But your testimony is, as you sit here  
21 today, he never said anything about your  
22 attitude; correct?  
23 A. Absolutely not. Why would he say, Rob,

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1 Q. Were you displeased with your working  
2 environment there?  
3 A. At Hyundai?  
4 Q. Yeah.  
5 A. I was disappointed.  
6 Q. I mean, were you having thoughts of --  
7 A. Everybody was disappointed there.  
8 Q. I mean, were you -- were you looking at  
9 the possibility of -- of getting another  
10 job?  
11 A. No. I've never left a job without having  
12 a job. That's not very intelligent.  
13 Q. Look at 56 through 57. This is a  
14 conversation with Ms. White, I believe,  
15 at Thomas, Means & Gillis firm.  
16 A. Um-hum.  
17 Q. I'm looking at the very bottom of 56. It  
18 says, And this past Saturday, the  
19 executive vice president, or he's the No.  
20 2 in command out at Hyundai -- I assume  
21 that's Duckworth?  
22 A. Well, let's go on. Okay.  
23 Q. -- calls me to dinner and he says he

1 it's not me, if he had any ability to  
2 change anything, or if I had an attitude  
3 issue that he could affect.  
4 Q. What -- what kind of device were you  
5 using to record these conversations?  
6 A. Device? A tape recorder? What do you  
7 mean?  
8 Q. I mean, was it just a typical tape  
9 recorder or something that you had hooked  
10 into the phone?  
11 A. It's from Wal-Mart or Radio Shack. I  
12 think I got it at Radio Shack.  
13 Q. Is it -- what type of size tape does it  
14 use?  
15 A. It uses a standard tape, and there's one  
16 that uses a little tape.  
17 Q. It's Tape 3 we'll look at next. Do you  
18 recall calling BellSouth on November 2nd  
19 and asking somebody if there had been  
20 tampering with your --  
21 A. I do.  
22 Q. What was that about?  
23 A. Well, I walked down beside my house when

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1 I cut my grass, and there's a utility box  
2 out there which typically has a wire tie  
3 on it. And it was gone, and the box was  
4 ajar. So I called them and said, Have  
5 you guys been out here? And they said,  
6 No. I said, Well, that's unusual. And  
7 that's it.  
8 Q. Anything else you did, I mean, other than  
9 that?  
10 A. What's that mean?  
11 Q. I mean, did you ever have any suspicions  
12 that someone from Hyundai was  
13 tampering?  
14 A. I have no idea. I didn't know who would  
15 be in the utility box.  
16 Q. Look for me -- I want to ask you about a  
17 comment up at the top of Page 16. I  
18 think this is an extended discussion  
19 between you and Mr. Kimble.  
20 A. Um-hum.  
21 Q. There was a comment on there that says --  
22 it looks like on the top of 16 you are  
23 referring to a conversation you had with

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1 that?  
2 A. Yes.  
3 Q. What was the position you were taking on  
4 chargebacks?  
5 A. That's the scratch issue, the buff issue,  
6 the bag issue on the Murakami meeting to  
7 take a fair position on an issue for  
8 chargeback. Chargeback is downtime.  
9 Downtime is on the agenda.  
10 Q. So did you take a position --  
11 A. A fair position.  
12 Q. -- on that issue, or did you remain  
13 neutral?  
14 A. No, I took a fair position as indicated  
15 on here.  
16 Q. Okay. What was your -- who -- who  
17 determined it was a fair position? Was  
18 that you -- is that you stating your  
19 opinion?  
20 A. You know, I've done this for 20 years. I  
21 have an excellent reputation. I'm  
22 featured in magazines of what happened to  
23 the superstars at Toyota. You know, I

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1 Duckworth. When you say --  
2 A. Well, let me -- let me --  
3 Q. Read as much as you need to.  
4 A. Thank you.  
5 Okay. What's your question,  
6 please?  
7 Q. My question is: At top of Page 16, it  
8 looks like you're talking about a  
9 question with Duckworth. And you say --  
10 A. It's a conversation with Kimble.  
11 Q. The conversation is with Kimble --  
12 A. Yes.  
13 Q. -- and you're talking about a prior  
14 conversation you had with Duckworth, I  
15 believe.  
16 A. Yes.  
17 Q. And you say, And I said, Well, I don't  
18 know -- I'm sorry. Well, I don't want to  
19 be, you know, blacklisted because I'm  
20 trying to take, you know, a fair position  
21 on an issue for chargeback in excess of  
22 \$100,000.  
23 Did you tell Mr. Kimble

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1 didn't get to where I am by making poor  
2 decisions. So, in my opinion, the  
3 position was based on purely factual,  
4 non-emotional issues, period.  
5 Q. Okay. So -- so are you revising your  
6 testimony now that you remained neutral  
7 during the meeting?  
8 A. No, it's the same thing.  
9 Q. Okay. You took a neutral, but fair,  
10 position --  
11 A. Neutral and fair.  
12 Q. -- based on your experience in the  
13 industry. Is that your testimony?  
14 A. Yes.  
15 Q. Okay.  
16 THE VIDEOGRAPHER: We've got six  
17 minutes left on this tape.  
18 Q. (By Mr. Bostick) Do -- this is -- I am  
19 looking on Page 11. Do you know -- and  
20 we can get the full transcript out. Can  
21 you tell who this conversation is you're  
22 having with?  
23 A. One second, please.

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1 I can't tell, based on the  
2 middle of Page 11.  
3 Q. Okay. Let's see if I can get a full copy  
4 of the transcript.  
5 A. It's with Dave Mark.  
6 Q. What is his -- was he an HMMA employee --  
7 A. Yes.  
8 Q. -- or is he still?  
9 A. He is.  
10 Q. What -- what area was he working in?  
11 A. He worked for me as a manager of parts  
12 development of purchasing.  
13 Q. Look on Page 11.  
14 A. Uh-huh.  
15 Q. It says inaudible. But it's halfway down  
16 the page. Dave was saying, If he's in on  
17 it -- I think it's talking about H.J.  
18 A. Uh-huh.  
19 Q. -- you know that Choi is in on it,  
20 because he wouldn't make a -- do you know  
21 what he said there?  
22 A. No.  
23 Q. But it says you say, Choi works for me.

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1 A. Um-hum.  
2 Q. Was that your response?  
3 A. Um-hum.  
4 Q. Did Choi work for you?  
5 A. He was the same level as a director,  
6 because he was a director in Korea. But  
7 as far as handling parts development,  
8 that was my responsibility as indicated  
9 by Mr. Hyun and Mr. Mark Lee, Min Ho Lee.  
10 Because I remember when he started, the  
11 comment from Mark Lee and Mr. Hyun and  
12 Mr. Choi were, Don't worry. I will not  
13 get in your way. That's what Choi said  
14 to me.  
15 Q. So, but according to this statement,  
16 you're saying he worked for you; correct?  
17 He was subordinate to you.  
18 A. I -- I'm in charge of parts development,  
19 not Mr. Choi.  
20 Q. Okay. So he was your subordinate;  
21 correct?  
22 A. Well, not really. No, he's my equal and  
23 peer. He's a director of purchasing.

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1 Q. So why did you say, He works for me?  
2 A. Because, like on these signature blocks  
3 for approvals, he has to sign it; then I  
4 have to sign it; then the VP has to sign  
5 it; then the president has to sign it.  
6 Q. So is it your testimony that any equal at  
7 Hyundai works for you?  
8 A. No. H's in parts development.  
9 Q. What did you mean by "works for me"?  
10 A. I just told you.  
11 Q. But you -- you don't claim that he's your  
12 subordinate now.  
13 A. I -- I ex- -- I just explained that to  
14 you. Did you want me to say it again?  
15 Q. Yeah. I didn't -- if that's your full  
16 answer on that --  
17 A. Okay.  
18 Q. -- that's fine.  
19 Look on Page 12.  
20 A. Um-hum.  
21 Q. I'm looking at, You know, H.I. Kim --  
22 starting that paragraph.  
23 A. Uh-huh.

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1 Q. You say, He's a prima donna.  
2 Are you referring to H.I.  
3 Kim there?  
4 A. Um-hum.  
5 Q. He's not used to being questioned, even  
6 though he tried to charge a supplier, a  
7 Japanese supplier, back in excess of  
8 \$100,000.  
9 A. Um-hum.  
10 Q. Is that true?  
11 A. Um-hum.  
12 Q. My question is: What did you do to  
13 question Mr. Kim?  
14 A. What do you mean what did I do to  
15 question Mr. Kim?  
16 Q. You say, He's not used to being  
17 questioned. Did you do something to  
18 question his --  
19 A. Not questioned. He's questioned with the  
20 facts. H's not questioned. Murakami  
21 questioned him.  
22 Q. And it was on the addenda, and he  
23 wouldn't address it. We were simply

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1 trying to -- and you say, they didn't  
2 want to come down. It was after a  
3 hurricane.  
4 A. Uh-huh.  
5 Q. So your testimony is you didn't do  
6 anything to question Mr. Kim during the  
7 meeting?  
8 A. No, I did not confront Mr. Kim during the  
9 meeting. Choi and I had discussions  
10 about all other points --  
11 Q. Okay. Look on --  
12 A. -- but not directly to Mr. Kim.  
13 Q. Look at Page 13 at the bottom.  
14 A. Absolutely not.  
15 Uh-huh.  
16 Q. Did you tell this state person that you  
17 felt part of the reason you were being  
18 discriminated against was because you  
19 were of Iranian descent?  
20 A. I did.  
21 Q. How -- just tell me if this -- It says,  
22 Disability is the big thing, you know.  
3 I guess that's referring to

1 Q. Did you --  
2 A. Not at regular American companies.  
3 Q. Did you have any conversations with Mr.  
4 Ahn or Mr. Cyrus -- I'm sorry. Mr. Ahn.  
5 It's a long day -- Mr. Ahn or H.I. Kim  
6 where you discuss your Iranian descent?  
7 A. No.  
8 Q. Any conversations with J.Y. Choi?  
9 A. I don't believe so.  
10 Q. Okay.  
11 A. About that, no.  
12 THE VIDEOGRAPHER: You have about  
13 a minute left.  
14 MR. BOSTICK: Okay. Let's go  
15 ahead and switch out tapes.  
16 I think we're getting pretty  
17 close.  
18 THE VIDEOGRAPHER: Okay. This is  
19 the end of Tape No. 5 in the  
20 deposition of Robert Cyrus to  
21 be continued on Tape No. 6.  
22 We're going off the record at  
23 4:51 p.m.

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1 returning from your heart condition.  
2 A. It says that; doesn't it?  
3 Q. You are over 40. How old are you?  
4 A. 45.  
5 Q. What's your date of birth?  
6 A. January 4th, '62.  
7 Q. My descent is Iranian?  
8 A. Um-hum.  
9 Q. You say your family has been in the  
10 United States for 150 years with  
11 impeccable reputations.  
12 Is that true?  
13 A. Yes.  
14 Q. Did you, in any of the documents you  
15 completed at HMMA, ever identify yourself  
16 as being of Iranian descent?  
17 A. No.  
18 Q. I mean, did you --  
19 A. But Mark Lee asked me what my name meant.  
20 And individuals in Korea always ask you,  
21 What does your name mean.  
22 Q. Did you --  
3 A. Not at other companies.

1 (Short recess)  
2 THE VIDEOGRAPHER: This is the  
3 beginning of Tape No. 6 in  
4 the deposition of Robert  
5 Cyrus. We're on the record  
6 at 4:56 p.m.  
7 THE WITNESS: May I -- May I go  
8 back to one additional  
9 comment --  
10 Q. (By Mr. Bostick) Sure.  
11 A. -- based on the last -- I want to say  
12 Page 11 -- about that Iranian comment?  
13 Q. Um-hum.  
14 A. When we were doing -- I was doing initial  
15 hiring of staff in the department, we  
16 received resumes from human resources.  
17 And Greg Kimble came over  
18 one day and, you know, he was looking at  
19 the resumes. And there was a gentleman  
20 there who had a name Mohammad or  
21 something like that. And he said to me,  
22 he goes, We don't want to hire any Arabs.  
23 And that was striking to me. It's like,

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1 Uh, okay.  
2 So when you -- the  
3 sensitivity to the Iranian thing is --  
4 you know, that's part of it also. I  
5 thought that was a very unusual comment.  
6 I didn't say anything. But I was like,  
7 All right.  
8 Q. Did you tell Greg Kimble that you were of  
9 Iranian descent?  
10 A. No.  
11 Q. Do you know if he ever knew that?  
12 A. No. I doubt he did since he made that  
13 comment.  
14 Q. Did Mr. Duckworth ever know you were of  
15 Iranian descent?  
16 A. No. I have no idea.  
17 Q. Look on Page 21 for me.  
18 A. Tape 4?  
19 Q. Yes. If you need to look in context by  
20 looking at Tape 4, I'm just looking  
21 at the -- I'm just looking at the -- it  
22 looks like a relay of your conversation  
3 with Mr. Duckworth again.

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1 A. Is this the same speaker? Dave or --  
2 Q. This may be with Kimble.  
3 A. It says, Unidentified speaker.  
4 Q. Or it may be part of that same.  
5 A. Okay. I think this is Dave Mark.  
6 Q. Okay. I'm just -- about a third of the  
7 way down, there's a statement, You know,  
8 the executive management is unhappy with  
9 my attitude.  
10 A. Where's that?  
11 Q. On Page 21.  
12 A. I'm sorry.  
13 MR. LEE: Line 5.  
14 THE WITNESS: Okay.  
15 Q. (By Mr. Bostick) Are you telling him what  
16 Duckworth told you during the meeting  
17 then?  
18 A. Yes.  
19 Q. Okay. Does that refresh your  
20 recollection that Mr. Duckworth did tell  
21 you that there was a concern with your  
22 attitude?  
3 A. I don't honestly remember saying attitude

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1 or hearing attitude. But that's on the  
2 tape; I agree with you.  
3 Q. Well, that's two instances now that were  
4 a lot more closer in time --  
5 A. You're right.  
6 Q. -- to these events.  
7 So, I guess, are you saying,  
8 No, it didn't happen; or you don't  
9 recollect it, and it could have  
10 happened?  
11 A. I don't recollect it, and it could have  
12 happened, but --  
13 Q. You certainly mentioned it twice back at  
14 the time as it having happened.  
15 Look back at Tape 3, and  
16 we'll be done with the transcripts.  
17 A. Okay.  
18 Q. Look on Page 20.  
19 A. Okay.  
20 Q. This is you and Kimble talking.  
21 A. Um-hum.  
22 Q. I'm just looking about starting on Line  
23 10: You know, and H.I. Kim and I had the

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1 run-ins on the Murakami issue where he  
2 got upset that we covered an item on the  
3 agenda, and he didn't want to listen to  
4 it, and that's what he got all upset  
5 about.  
6 A. Um-hum.  
7 Q. What was the item on the agenda? I mean,  
8 what did you mean by "run-in" there?  
9 A. "Run-in" is him acting the way he acted  
10 in the meeting. He got upset for no  
11 reason.  
12 Q. Did he get upset with you?  
13 A. No, he got upset in general. I don't  
14 know what he got upset about.  
15 Q. So you didn't mean to say that you and he  
16 had a run-in in this comment?  
17 A. Well, this means the meeting that we had  
18 with Murakami. Me and Choi and --  
19 Q. 35 other people?  
20 A. Right. Well, mainly Choi. Yes, that's  
21 what we covered.  
22 MR. BOSTICK: What was my last  
23 exhibit number?

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1 MR. LEE: 17, I think.  
2 (The referred-to document was  
3 marked for identification as  
4 Defendants' Exhibit No. 18)  
5 Q. (By Mr. Bostick) I don't have a sticker  
6 on it. But we'll call that 18.  
7 A. Is this my copy? Is that 4?  
8 Q. Do you recall receiving Exhibit 18?  
9 A. Yes.  
10 Q. And this -- was this the letter you  
11 referred to earlier saying to report back  
12 to the plant and not represent yourself  
13 as a --  
14 A. I think it states it in there; doesn't  
15 it. B says during your work absence from  
16 HMMA you are not to represent the company  
17 in any business, negotiations or conduct  
18 any company business on behalf of HMMA.  
19 Q. And then, did you have any telephone  
20 conversations with Mr. Duckworth between  
21 the meeting you had with him and the  
22 dinner and the time you got your  
23 termination notice from him?

1 A. It's a letter to Keith Duckworth.  
2 Q. Did you mail this letter?  
3 A. I don't know if it was mailed or faxed.  
4 I think it was faxed.  
5 Q. Why -- why did you do a separate letter  
6 to Mr. Duckworth and then the letter to  
7 Mr. Ahn?  
8 A. You mean the letter to Ahn and Kim and --  
9 the four-recipient letter?  
10 Q. Right.  
11 A. Because my attorney instructed me to do  
12 so.  
13 Q. Did you -- was Duckworth listed on the  
14 multiple-recipient letter as well?  
15 A. I would have to look at that. Yes.  
16 Q. Okay. What is the notations HRAR? Are  
17 those specifics policies you are  
18 referencing?  
19 A. Where are you? I'm sorry.  
20 Q. I'm on the first page of Exhibit 20 in  
21 the subject line.  
22 A. Subject line. Yes.  
23 Q. Okay.

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1 A. I think the dinner was the 22nd; correct?  
2 Q. Yes.  
3 A. And this is the 24th.  
4 Q. I'm talking about conversations.  
5 A. I'm -- yeah, I'm just trying to get the  
6 time frame straight. No, I didn't speak  
7 with him.  
8 (The referred-to document was  
9 marked for identification as  
10 Defendants' Exhibit No. 19)  
11 Q. (By Mr. Bostick) Is Exhibit 19 a correct  
12 copy of the termination notice you  
13 received?  
14 A. I'm sorry. What's your question again?  
15 Is this the termination notice I  
16 received?  
17 Q. Yes.  
18 A. Yes, it is. It appears to be.  
19 (The referred-to document was  
20 marked for identification as  
21 Defendants' Exhibit No. 20)  
22 Q. (By Mr. Bostick) Can you identify Exhibit  
23 20 for me?

1 A. I don't know what they stand for. I  
2 would imagine Human Resource Alabama. I  
3 don't know. They look like policy  
4 procedure numbers.  
5 Q. But you don't know what the specific  
6 policies being referenced are?  
7 A. These are the ones my attorney advised me  
8 to obtain.  
9 MR. STOCKHAM: Don't tell him what  
10 I -- what we talked about.  
11 THE WITNESS: Okay. I wasn't  
12 supposed to answer that.  
13 Q. (By Mr. Bostick) So you don't know  
14 personally what policies those are that  
15 are being referenced?  
16 A. They're provided to you in the discovery  
17 phase. I don't recall the name of it.  
18 Q. I'm just asking what your -- I'm talking  
19 about what's your personal knowledge  
20 versus what was manufactured by your  
21 attorney in the drafting of this letter.  
22 A. What's my personal -- restate that, if  
23 you would.

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1 Q. Do you know personally what those two  
2 policies are that are being referred  
3 to?  
4 A. At the time of authoring the letter?  
5 Yes.  
6 Q. Okay. But as you sit here today, you're  
7 not sure?  
8 A. Well, I think one is discrimination, and  
9 I'm not sure what the other one is.  
10 Harassment.  
11 (The referred-to document was  
12 marked for identification as  
13 Defendants' Exhibit No. 21)  
14 Q. (By Mr. Bostick) Can you identify Exhibit  
15 21 for me?  
16 A. Charge of discrimination.  
17 Q. Did you -- did you sign this?  
18 A. Yes.  
19 Q. Okay. And just so I'm clear, you got  
20 date of most recent discrimination is  
21 December 6, 2005. That's the date you  
22 were notified of your termination; is  
23 that correct?

1 documents that would refresh your  
2 recollection on that point?  
3 A. Not that I'm aware of.  
4 Q. Okay. Anything in the documents, because  
5 we could hold the deposition. You're  
6 going to be tomorrow anyway. If you want  
7 to have time to look through your notes  
8 and go through and look and see if  
9 there's any other point, we'll be glad to  
10 do that.  
11 A. I don't get -- point for what? Can you  
12 please elaborate on that?  
13 Q. What you are saying is, you were  
14 retaliated against for complaints. I'm  
15 asking if we talked fully about whatever  
16 complaints you have made.  
17 A. Right. To my knowledge now, I mean, as  
18 we talked about it in excruciating detail  
19 about my discussions with Keith  
20 Duckworth.  
21 Q. Okay.  
22 A. That's honest and full disclosure at this  
23 point.

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1 A. Um-hum.  
2 Q. And just summarizing this, you know, one  
3 of the questions is, what is -- what are  
4 the employment actions that your lawsuit  
5 is based upon? And my understanding,  
6 just so we're clear is, your contention  
7 is that your termination was  
8 discriminatory, because of your  
9 contention that Mr. Choi engaged in the  
10 same behavior you did but was not  
11 terminated; is that correct?  
12 A. That's correct. And retaliation is  
13 another element.  
14 Q. Okay. Based on your complaints that you  
15 say that you were retaliated against for  
16 complaints earlier?  
17 A. Yes, sir.  
18 Q. And have we fully talked about all of  
19 your complaints that you've made that you  
20 base your retaliation claim on today?  
21 A. As I stated, as I can recall at this  
22 point in time.  
23 Q. Okay. Is there anything in your

1 Q. Okay. Now, in this point, the second  
2 sentence of the charge says, In September  
3 I had met with Mr. Duckworth and reported  
4 issues of Korean's discriminating against  
5 Americans, sexual harassment and Korean's  
6 involved in workplace violence.  
7 Is that September date  
8 incorrect to where you're talking about  
9 the meeting you had with him when he got  
10 there in the summer?  
11 A. Let's see here.  
12 This is probably when we met  
13 when the Korean colleagues came over. So  
14 I had the meeting with Duckworth, and  
15 then he introduced me to the Korean  
16 colleagues to reiterate what I just told  
17 him.  
18 Q. Okay. But I thought you said that was  
19 closer in time to June or July.  
20 A. Whenever Duckworth came over is the first  
21 occurrence. And when the Korean  
22 colleagues came over in number, that's  
23 the second occurrence.

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1 Q. Okay. When --  
2 A. I don't have the dates. I mean, there  
3 should be some --  
4 Q. What's your best recollection about when  
5 Duckworth came over?  
6 A. The summer of 2005. I really couldn't  
7 tell you, sir. I'm sure Hyundai knows  
8 when he came over. I mean, that really  
9 wasn't of importance to me where I made a  
10 note of it.  
11 Q. Did you understand you were signing this  
12 under penalty of perjury?  
13 A. Yes.  
14 Q. Just so I am clear, I know that you --  
15 you contend that you were made promises  
16 about a promotion. But as it relates to  
17 your federal court lawsuit where you're  
18 talking about being treated differently  
19 than Korean counterparts, are there any  
20 promotions, reprimands or other  
21 employment actions, other than your  
22 termination, that you contend that you  
3 were treated differently than?

1 THE VIDEOGRAPHER: We're back on  
2 the record at 5:21 p.m.  
3 MR. BOSTICK: We had a discussion  
4 trying to get this wrapped  
5 up. Just off the record, I  
6 had given a copy of a consent  
7 form regarding some medical  
8 records that we requested.  
9 And I think we jointly agreed  
10 to leave the deposition open  
11 for the limited purpose of if  
12 we need to come back with  
13 regard to anything in the  
14 medical records we receive  
15 down the road.  
16 MR. STOCKHAM: That's fine.  
17 MR. BOSTICK: Is that fine?  
18 MR. STOCKHAM: We will review. If  
19 there is no issue, we will.  
20 Q. (By Mr. Bostick) For purposes of our  
21 deposition tomorrow, you mentioned there  
22 being some type of written correspondence  
23 between you and Mr. Duckworth that

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1 A. There were -- there were no reviews, so  
2 there couldn't have been any review  
3 data.  
4 Q. You were never suspended.  
5 A. Never.  
6 Q. You were never demoted.  
7 A. Nothing. Nothing. I was given letters  
8 from the chairman's son and handwritten  
9 notes from the president about how good a  
10 job I'm doing. Nothing derogatory in the  
11 least.  
12 Q. So other than your termination, there's  
13 not an employment action that happened  
14 somewhere other --  
15 A. Not at all.  
16 Q. -- along the way that you are bringing a  
17 suit over.  
18 A. Not in my career at any company.  
19 MR. BOSTICK: Why don't we go off  
20 the record for a second.  
21 THE VIDEOGRAPHER: We are going  
22 off the record at 5:14 p.m.  
3 (Discussion off the record)

1 related to the vice president issue and  
2 some type of written promise.  
3 A. Um-hum.  
4 MR. BOSTICK: Can you see if you  
5 can locate that document.  
6 MR. STOCKHAM: Sure.  
7 MR. BOSTICK: That might speed the  
8 questions along.  
9 Q. (By Mr. Bostick) Finally, I just wanted  
10 to ask you some questions about damages  
11 in this case and what do you -- how do  
12 you contend --  
13 MR. STOCKHAM: I tell you what, to  
14 short-circuit that part, at  
15 least with regard to the --  
16 to the back pay and benefits  
17 issue and lost future earning  
18 potential, we -- we can  
19 provide you that in just --  
20 MR. BOSTICK: Well, it was  
21 supposed to be provided in  
22 the initial disclosures,  
23 which I haven't received yet.

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1 So --  
2 MR. STOCKHAM: Well, the back pay  
3 and benefits are just  
4 depending on -- you know,  
5 it's an ongoing thing until  
6 we get to the time of  
7 trial.  
8 MR. BOSTICK: Right. Well, I  
9 guess if we want to reserve  
10 on those issues keeping that  
11 open to see what you've  
12 got.  
13 I guess, back pay, that's fine  
14 with me. It's, the documents  
15 are what they are.  
16 MR. STOCKHAM: Sure.  
17 Q. (By Mr. Bostick) Are there any  
18 out-of-pocket expenses, i.e., like moving  
19 from here to Illinois that you incurred  
20 that you would claim that Hyundai is  
21 responsible for?  
22 A. No. I mean, specifically about that, my  
23 move was paid for my Eisenmann

1 them during the period of time between  
2 when you worked for Hyundai and --  
3 A. Absolutely.  
4 Q. How much did you receive per month  
5 then?  
6 A. I couldn't tell you on a monthly basis.  
7 Q. Approximately what was the total amount  
8 you received?  
9 A. You know, I had to pay my COBRA, which is  
10 \$1,000 a month. My life insurance was  
11 \$406 a month. My alimony and child  
12 support, which was 3,084 a month. My  
13 rent on my house, which was about 1,200 a  
14 month. Utilities, food, shelter. Just  
15 the basic necessities. Food, gasoline.  
16 Q. And so we are -- between the time you got  
17 the job at Eisenmann, we are talking  
18 about approximately January, February,  
19 March, April and maybe part of May?  
20 A. Yes.  
21 Q. Okay. So what's your best estimate as to  
22 the amount of money you borrowed from  
23 your dad in that five-month period?

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1 Corporation.  
2 Q. Okay. Were there any -- you had already  
3 sold your house. Were there any issues  
4 with foreclosure or any type of loans  
5 that went bad and you didn't file  
6 bankruptcy or any kind of debts  
7 outstanding that you say you were unable  
8 to pay because of a period of  
9 unemployment?  
10 A. I am racking up expenses from borrowed  
11 money from my father in the tune of  
12 \$8,000 every month. That's net.  
13 Q. Okay. Have you repaid him yet?  
14 A. I have no means to repay him.  
15 Q. Okay.  
16 A. He is retired. They are both 70. It's  
17 wonderful to ask for \$8,000 from your  
18 parents every month.  
19 Q. Did you -- when did you start asking for  
20 that money?  
21 A. After I was -- Eisenmann shut up shop in  
22 the States. Well, prior to that also.  
23 Q. I mean, had you asked for any money from

1 A. Close to 100,000 -- oh, from this point  
2 on during --  
3 Q. No, just that period of time.  
4 A. Oh, you know, I would have to guess. I  
5 don't know. 15- to \$30,000.  
6 MR. STOCKHAM: We can get you the  
7 specifics about it.  
8 Q. (By Mr. Bostick) Okay. But you don't  
9 make any contention in this lawsuit that  
10 Hyundai had anything to do with you  
11 losing your job at Eisenmann; do you?  
12 A. No, they shut down. They didn't  
13 really -- I mean, yes, you can phrase it  
14 that way, I guess.  
15 Q. Tell me about how you contend, you know,  
16 one of the claims is emotional distress  
17 damages. Tell me how you suffered any  
18 emotional distress, if any, as a result  
19 of being terminated.  
20 A. How about sitting in the house 40 hours a  
21 week trying to find a job. My flawless  
22 resume and background is marred by a  
23 termination from Hyundai as a director of

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1 purchasing. Every interview is, Well,  
2 why did you leave Hyundai? And I have to  
3 tell them exactly what happened. And I  
4 do.

5 And they are like, Well, you  
6 know -- Well, there are other candidates  
7 that don't have this suspicious  
8 background. And, you know, if Hyundai  
9 indicates to a prospective employer that  
10 I am involved in a litigation, which I  
11 believe has happened a number of times,  
12 that sabotages me.

13 So not only are my children  
14 away from me, I am not able to pay for  
15 anything. I don't have any camaraderie.  
16 I don't have any interaction with any  
17 human other than looking for jobs.

18 Q. What -- what is --

19 A. I have been to numerous psychiatrists  
20 about this, counselors, to talk about the  
21 grief and how to handle this. I've never  
22 had to ask for a penny from anybody in my  
23 life. I have been working since I was 15

1 actually contacted by a recruiter for a  
2 job with ThyssenKrupp. I had a phone  
3 screen. The guy flies down to  
4 Louisville, flew up from Atlanta. We had  
5 a meeting. This is a recruiter. I  
6 passed that hurdle.

7 They flew me to Mobile. I  
8 met with the chief financial officer, Dr.  
9 Marcus Boning. He would be my boss. He  
10 calls me later that week and says, Rob, I  
11 have good news for you. We want you to  
12 join our team. You are perfect. They  
13 wanted somebody that had lived in  
14 Alabama, had worked for a German company,  
15 and had done plant start-ups.

16 This is \$4.5 billion project  
17 in Mobile. Then two weeks later all I  
18 have to do is meet with the president for  
19 basically a hello meeting and then to  
20 formalize it. So between the time of Dr.  
21 Boning saying, Rob, I have good news for  
22 you, I want you to join the team, I meet  
23 with Bob Sulliey, who is the president of

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1 years old. This is a change for me.

2 Q. What -- what do you base this belief on  
3 that somebody from Hyundai has advised  
4 current or prospective --

5 A. Well, let's see. I talked to a steel  
6 corporation in Virginia Beach, had a  
7 phone screen. They were ready to -- they  
8 were talking to -- trying to convince me  
9 to -- you will love the area. Come on  
10 down. The next thing I know, they said  
11 that they spoke to Hyundai and I just  
12 wasn't the right fit at this point.

13 So I called Richard and  
14 said, Hey, I have reason to believe --

15 MR. STOCKHAM: Don't discuss --

16 THE WITNESS: Okay. All right.

17 MR. STOCKHAM: -- what we talked  
18 about.

19 Q. (By Mr. Bostick) You are not talking Rick  
20 Neal; are you? You're talking about your  
21 attorney? Okay. Go ahead.

22 A. Richard.

3 I applied for a job. I was

1 ThyssenKrupp, carbon division, and he was  
2 as cold as ice to me as if something  
3 occurred. I mean --

4 Q. But do you know of any specific  
5 communications between Hyundai and any  
6 Hyundai official and any official of  
7 those companies?

8 A. The recruiter, Mr. Michael Ladd, out of  
9 the Atlanta, the Harvard Group, contacted  
10 my references. So I don't know if he  
11 contacted Hyundai or not.

12 Q. Is he your person -- does he represent  
13 you?

14 A. He represents the company. You know, he  
15 is a recruiter under the services of  
16 ThyssenKrupp.

17 Q. I mean, other than speculation, do you  
18 have any personal knowledge that somebody  
19 from Hyundai said something to anybody --

20 A. No, but I have personal knowledge that in  
21 my past I have never interviewed for a  
22 job that I have not gotten. So this is  
23 very unusual to go from, Welcome to the

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1 team to this situation. You know, the  
2 key person working with ThyssenKrupp is  
3 Todd Strange, the same gentleman who got  
4 Hyundai to Alabama. So I am pretty  
5 sure.  
6 Q. Do you know of any specific  
7 conversations --  
8 A. It's a small -- it's a small community.  
9 Q. -- between any steel corporation  
10 employees and Hyundai?  
11 A. They said that they talked to individuals  
12 at Hyundai.  
13 Q. Who did they say they spoke to?  
14 A. They didn't know.  
15 Q. Did they say what they were told?  
16 A. No.  
17 Q. Did they say anything about if they were  
18 told you had a lawsuit or anything to  
19 that effect?  
20 A. No.  
21 Q. Okay. Do you know anything more than  
22 that comment?  
23 A. No.

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1 manifestations of your anxiety over  
2 losing the job after --  
3 A. Did I lose weight?  
4 Q. Yes.  
5 A. I mean, that's not really -- that's one  
6 indication. Gaining weight could be  
7 another indication.  
8 Q. I am asking you, have you had that  
9 indication?  
10 A. Has my weight fluctuated? I have gained  
11 weight, and I have lost weight.  
12 Q. Okay.  
13 A. So I don't think that's an indicator.  
14 Q. No specific weight. Did you have any --  
15 A. I didn't say no specific weight.  
16 Q. -- problem with sleep?  
17 A. Yeah. I have had sleep studies done,  
18 sleep apnea studies, two of them.  
19 Q. When did you first have sleep apnea  
20 issues?  
21 A. I did that in Chicago.  
22 Q. Okay. Did you ever go to anybody here  
23 while you were in Alabama?

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1 Q. Did they tell you they talked to other  
2 past employers other than Hyundai as  
3 well?  
4 A. No.  
5 Q. Who are -- can you give me the  
6 identification of these doctors you say  
7 you have spoken to about --  
8 A. You have the --  
9 Q. The emotional distress?  
10 A. I mean, Steven Shaffer is the one in  
11 Chicago. Gerald Ivy's the counselor at  
12 the firm. I can't remember in  
13 Montgomery, but he is not a psychiatrist,  
14 but I met with both of the individuals.  
15 Who else?  
16 Q. Anybody in Kentucky?  
17 A. The guy in Kentucky. Yep. Perry Sutton  
18 and Craig Congulton.  
19 Q. Do you know anybody else that you can  
20 think of?  
21 A. No.  
22 Q. Did you lose any weight during the period  
23 of time or have any physical

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1 A. For sleep apnea?  
2 Q. Sleep apnea?  
3 A. No.  
4 Q. Ever go -- have any issues with crying?  
5 A. Crying?  
6 Q. Yes.  
7 A. No. Crying? I mean, what's the  
8 question? Issues with crying? What does  
9 that mean?  
10 Q. Bouts of crying as a -- I'm asking you  
11 about physical manifestations of this  
12 supposed --  
13 A. Bouts of crying?  
14 Q. -- emotional distress that you are  
15 telling me.  
16 A. No, no bouts of crying.  
17 Q. But we've already established you're  
18 going through a pretty nasty divorce  
19 during this same period of time?  
20 A. I divorced her, you know.  
21 Q. Yeah, but I mean --  
22 A. It's not nasty, really.  
23 Q. Okay.

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1 A. We are still friends.  
2 Q. So that was an easy divorce for you?  
3 A. I mean, you can say what you would like  
4 to say. I didn't say that.  
5 Q. Is it your testimony that your divorce  
6 didn't cause you any stress in your life  
7 during that period of time?  
8 A. My marriage caused me stress because of  
9 my wife's drinking problem.  
10 Q. Okay. But you know --  
11 A. The divorce caused stress.  
12 Q. Was that something you were talking to  
13 your counselor about as well?  
14 A. I talked to my boss. Did I tell you  
15 about talking to [REDACTED] about possibly  
16 getting a divorce? [REDACTED] And  
17 he said, Rob, that would be very bad for  
18 your career. This was the day or two  
19 before our 4th of July picnic at the  
20 amusement park in Birmingham -- Bessemer.  
21 So he -- I explained that,  
22 you know, we were going through --  
23 through some difficult times, and I

1 manifestations --  
2 A. Depression.  
3 Q. -- of any anxiety that you had during the  
4 time you were here in Montgomery after  
5 you were terminated?  
6 A. You know, you would have to talk to the  
7 medical experts on that. I mean,  
8 depression obviously.  
9 Q. Okay. And I'm asking what manifestations  
10 you had physically. I mean, if you don't  
11 know --  
12 A. Headaches, depression, sleeplessness, too  
13 much sleep. You know, incredible  
14 depression. As far as, you know, my life  
15 was very good, solid and on track; and  
16 now it's in this situation because of  
17 Hyundai.  
18 Q. Have you talked to anybody about being a  
19 potential witness in your case?  
20 A. Anybody about being a potential witness  
21 in my case?  
22 Q. Yes.  
23 A. Can you elaborate on that, please.

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1 thought I was going to file for divorce.  
2 [REDACTED]  
3 [REDACTED]  
4 [REDACTED]  
5 [REDACTED]  
6 [REDACTED]  
7 [REDACTED]  
8 [REDACTED]  
9 [REDACTED]  
10 [REDACTED]  
11 [REDACTED]  
12 [REDACTED]  
13 Q. Okay.  
14 A. When I went to HR after I got a divorce,  
15 Kisha Morris didn't want to change my  
16 address in the system to my rental house  
17 because everybody would know I was  
18 getting divorced.  
19 Q. So is it your contention now that you  
20 were terminated from Hyundai because you  
21 got a divorce?  
22 A. I didn't say that.  
23 Q. Okay. Any other physical

1 Q. Did you have a call with someone and say,  
2 I would like for you to be a witness in  
3 my case?  
4 A. No.  
5 Q. You never talked to Mike Hansford about  
6 that?  
7 A. About, Will you be a witness in my case?  
8 Q. Yes.  
9 A. No, not a witness in my case. I've  
10 talked to him about items that have  
11 occurred. I haven't asked anybody to be  
12 a witness.  
13 Q. Since you first consulted your attorney,  
14 who have you spoken with about your  
15 potential claims there at Hyundai?  
16 A. Dave Mark, Gerald Horn, Will Caldwell,  
17 Chuck Knowles, Chris McClain. Did I say  
18 him already?  
19 Q. Huh-huh.  
20 A. Who have I discussed the lawsuit with?  
21 Kimble. I mean, other than the obvious,  
22 Neal and Kimble. If I had an org chart I  
23 could tell you more definitely. Let's

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1 see. Harry Chase. I mean, there is more  
2 people.  
3 Q. What did you talk to Will Caldwell  
4 about?  
5 A. I talked to him about the Murakami  
6 meeting.  
7 Q. Was he in attendance?  
8 A. He was in attendance. I talked to him.  
9 He went to dinner. I don't know if I  
10 should -- I need to ask my attorney  
11 something.  
12 THE WITNESS: Can we discuss the  
13 dinner?  
14 MR. STOCKHAM: Sure.  
15 THE WITNESS: We had a dinner with  
16 myself and Richard and talked  
17 about their recollection of  
18 the -- of the meeting and  
19 activities at Hyundai. And  
20 that was with Dave and Harry  
21 and Will Caldwell. And who  
22 else was there? I think  
3 that's it.

1 acted inappropriately or ignored Mr.  
2 Kim's instructions to refocus the  
3 subject?  
4 [REDACTED]  
5 [REDACTED]  
6 [REDACTED]  
7 [REDACTED]  
8 [REDACTED]  
9 [REDACTED]  
10 [REDACTED]  
11 [REDACTED]  
12 [REDACTED]  
13 [REDACTED]  
14 [REDACTED]  
15 [REDACTED]  
16 [REDACTED]  
17 Q. What did you talk to her about?  
18 A. The case.  
19 Q. When did you talk to her?  
20 A. I would say within 30 to 90 days after  
21 the termination.  
22 Q. Is that one of the recorded  
23 conversations, or was it --

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Page 345

1 Q. (By Mr. Bostick) Did Will Caldwell or  
2 Harry give any kind of affidavit to  
3 you?  
4 A. We got one from -- do we need to discuss  
5 this?  
6 MR. STOCKHAM: No.  
7 THE WITNESS: Don't discuss it?  
8 MR. STOCKHAM: Just tell him.  
9 THE WITNESS: Gerald Hom. I  
10 think we got one from him.  
11 Q. (By Mr. Bostick) And Michael Hansford?  
12 A. And Hansford; that's correct.  
13 Q. Do you know if there was an affidavits  
14 from anyone else?  
15 A. I don't think so.  
16 Q. Was Chuck Knowles at this meeting as  
17 well?  
18 A. Yes, he was.  
19 Q. Did any of the people meeting in that  
20 meeting say that they heard you use the  
21 word "bullshit"?  
22 A. No.  
3 Q. Okay. Did any of them say they felt you

1 A. I think it is. I'm not sure. I can look  
2 back at that.  
3 Q. Did you --  
4 A. Yeah, I think it is. Well, I'm not sure.  
5 I think it's about her because we talked  
6 about Chappy's.  
7 Q. Did -- did you ever hear Mr. Duck -- did  
8 Mr. Duckworth ever say anything about --  
9 did he ever say that you were being fired  
10 for -- in retaliation for any kind of  
11 complaints?  
12 A. Did he ever say that?  
13 Q. Yeah.  
14 A. No, he did not.  
15 Q. I take it Mr. Kim or Mr. Ahn never said  
16 that to you?  
17 A. I never spoke to them after the  
18 meeting.  
19 Q. Okay. I mean, is there anybody that  
20 works at HMMA that told you that they had  
21 heard you were fired for making  
22 complaints?  
23 A. No.

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MERRILL LEGAL SOLUTIONS  
Court Reporting\*Legal Videography\*Trial Services

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1 Q. Okay. Has anybody expressed that opinion  
2 to you?  
3 A. Yes.  
4 Q. Who expressed that opinion to you?  
5 A. Let's see. Will Caldwell, Dave Mark,  
6 Hansford, Harry Chase. Probably those  
7 people.  
8 Q. Those people that expressed their  
9 opinion --  
10 A. Retaliation, you know -- let's clarify.  
11 Retaliation or Murakami; which one? I  
12 know you said "retaliation."  
13 Q. They suspect you were terminated because  
14 of the events at the Murakami meeting.  
15 A. Dave thinks that and retaliation.  
16 Hansford thinks that and retaliation.  
17 Q. Okay.  
18 A. The other ones think it's Murakami. I  
19 would say Caldwell thinks it's  
20 retaliation too.  
21 Q. But any -- did any of these people, when  
22 they told you their opinions, say that  
23 they were basing that on something that

1 meeting down by the security office in  
2 the Hyundai building in Montgomery.  
3 Q. Okay. And what was your response to the  
4 severance package?  
5 A. My response that 24 weeks was not  
6 adequate for the damage that it had  
7 caused me through no result of my own  
8 actions.  
9 Q. Did you make any kind of counteroffer?  
10 A. Yeah, I did.  
11 Q. What was your counterproposal?  
12 A. Four years.  
13 Q. Did you get a response to that?  
14 A. He said -- I believe, he said, No way.  
15 Q. Was that the end of the back and forth  
16 with regard to the severance package?  
17 A. Yes.  
18 MR. BOSTICK: Do you want to take  
19 a break?  
20 MR. NEAL: I have nothing.  
21 MR. BOSTICK: I think we are done  
22 subject to leaving open the  
23 points earlier.

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1 they were told by Duckworth, Ahn or H.I.  
2 Kim?  
3 A. No.  
4 Q. Okay. Just so I am clear, from the time  
5 you got the termination letter from Mr.  
6 Duckworth, did you have any meetings or  
7 conversations with him after that point  
8 in time?  
9 A. I had to go back in the day that my  
10 Family Medical Leave expired and report  
11 to work. And I did that in my uniform  
12 and said, I am ready to go to my desk.  
13 And he advised me that I am not to do  
14 that. That was the last meeting I had --  
15 discussion I had with him.  
16 Q. Okay. You know it looks like the  
17 termination letter had a severance  
18 package discussion. I mean, did you ever  
19 call him back to talk about that or to  
20 say that, I am not going to take this,  
21 or, I'll take it if I can get more, or  
22 anything like that?  
23 A. We talked about that in the face-to-face

1 THE VIDEOGRAPHER: All right.  
2 This is the end of Tape No. 6  
3 and concludes today's portion  
4 of the deposition of Robert  
5 Cyrus taken on November 27th,  
6 2007. We're going off the  
7 record at 5:44 p.m.  
8 (Whereupon, the proceedings adjourned  
9 at 5:44 p.m.)  
10  
11  
12  
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20  
21  
22  
23

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# EISENMANN

Corporation

May 9, 2006

Mr. Robert Clay Cyrus

Montgomery, AL 36117

Dear Mr Cyrus:

**Subject: Your Employment with EISENMANN CORPORATION**

We are delighted that you have decided to join EISENMANN on or about May 15, 2006; however, your employment is conditioned upon you passing the required pre-employment drug test.

An employee manual providing you with general information and guidelines about EISENMANN is attached; however, for the sake of good order, we would like to outline the terms of your employment below:

1. As the General Manager, Procurement you will report to the President, who will advise you of your duties. These duties may change from time to time during your employment.
2. You will receive an annual salary of \$ 125,000.00, payable in monthly installments. Your performance and salary will be reviewed on an annual basis, usually at the end of the calendar year, with any adjustments becoming effective the beginning of the following year.
3. You will earn twenty (20) days of vacation per year, which will be prorated during the first year.
4. EISENMANN CORPORATION agrees to pay you, upon joining the company, a sum of \$20,000.00 in the form of a "forgivable loan"; specifically, the loan shall be considered repaid upon your second anniversary of employment.
5. Should you decide to move into the Crystal Lake area within one year of, and during your employment at EISENMANN CORPORATION, we agree to reimburse your direct moving expenses.





Mr. Cyrus  
May 9, 2006  
Page 2

6. You will be eligible for a one bedroom corporate apartment up to a period of six months. For a period of one year, you will receive family medical coverage and the total cost will be paid by EISENMANN.
7. You shall be entitled to participate in any benefit programs offered by EISENMANN from time to time to similarly situated employees so long as you meet the eligibility requirements, including such things as reimbursement of expenses, fringe benefits, group health insurance plans, life insurance and incentive savings/profit sharing plan.
8. You agree to promptly disclose and grant to EISENMANN any title and interest in and to any inventions, patents, trademarks, copyrights, and applications therefore, trade secrets, technical information, customer lists, supplier sources and all other related matters made, conceived, developed, and/or acquired by you solely or jointly with others during your employment with EISENMANN and for a period of six (6) months thereafter, which relate to the business and affairs of EISENMANN and thereafter to sign such assignments and other papers and documents, and perform such acts as may be necessary or convenient to effectuate the provisions under this paragraph as from time to time requested by EISENMANN. This provision does not apply to any invention for which no equipment, supplies facilities, or trade secret information of EISENMANN was used and which was developed entirely on your own time unless (a) the invention relates (i) to the business of EISENMANN, or (ii) to EISENMANN's actual or demonstrably anticipated research or development, or (b) the invention results from any work performed by you for or at EISENMANN.
9. As a result of your employment, you will have access to and learn certain confidential business information regarding EISENMANN, including but not limited to specific customer information and proprietary technical data. All such information is the sole and exclusive property of EISENMANN, and its unauthorized use and/or disclosure by you could cause serious and irreparable damage to EISENMANN. Therefore you agree that you will not, either during your employment with EISENMANN or at any time thereafter, reveal to any person or use without EISENMANN's specific written authorization any confidential information pertaining to the business and affairs of EISENMANN which has not theretofore been disclosed to the public by EISENMANN or some other authorized source. All such information is considered confidential unless it is available from a published source, provided that publication was not effected in violation of this agreement or any other obligation.
10. Your employment is for an indefinite period of time, and it may be terminated by you or EISENMANN at any time by giving thirty (30) days' written notice. EISENMANN may in its discretion elect to pay you thirty (30) days' pay in lieu of notice.
11. This Agreement shall be construed in accordance with the laws of the State of Illinois. Any claim or controversy that arises out of or relates to this Agreement or the validity, interpretation, enforceability or breach thereof, which is not settled by agreement between the parties, will be filed within (60) days and settled by arbitration in Chicago, Illinois, in accordance with the Commercial Arbitration Rules of the American Arbitration Association. The parties may agree on the selection of a single arbitrator, but if they cannot so agree, each party shall select an arbitrator and the two selected arbitrators shall select a third arbitrator. The award by the arbitrators shall be final, and judgment upon the award rendered may be entered in any court having jurisdiction

Mr. Cyrus  
May 9, 2006  
Page 3

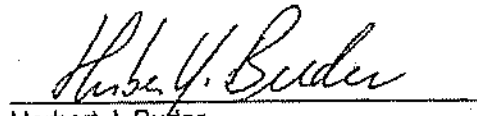
thereof. Each party shall bear its own expenses (including without limitation, legal fees, costs and other expenses) in connection with any such arbitration. If a single arbitrator is involved, the parties shall share equally any costs related thereto; provided that if three arbitrators are involved, each party shall bear the costs for the arbitrator which it individually selects and share the costs for the third arbitrator.

The above is personal and must be kept confidential.

Please indicate your agreement with the above by signing on the line provided below.

EISENMANN CORPORATION

  
Matthias Erdmannsdörfer  
President

  
Herbert J. Byder  
Vice President

\_\_\_\_\_  
Robert Clay Cyrus

\_\_\_\_\_  
Date

V:\mfm\employees

# EISENMANN

Corporation

October 26, 2006

Dear Robert Cyrus:

We are submitting this notice of mass layoff in compliance with the federal Worker Adjustment and Retraining Notification Act (WARN) and the Illinois Worker Adjustment and Retraining Notification Act.

1. Nature of Planned Action

The planned action is a mass layoff and is expected to be permanent.

2. Expected Date of the Mass Layoff

The mass layoff is expected to occur on December 31, 2006, or within 14 days thereafter. Your current pay and benefits will be continued through December 31, 2006 but you will only be required to come to work between October 26 and December 21 as directed by the company.

3. Applicable Bumping Rights

There are no job displacement procedures established for employees in your job category.

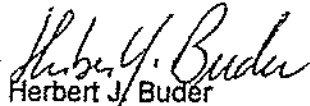
4. Name and Telephone Number of Company Officials to Contact for Further Information

Herbert J. Buder (815-477-5314) or Donna Waller (815-477-5702).

We will contact you if there are any changes in the situation.

Sincerely,

EISENMANN CORPORATION

  
Herbert J. Buder

Vice President  
Finance and Administration



# EISENMANN

Corporation

October 26, 2006

Robert Cyrus

Crystal Lake IL 60014

Dear Robert Cyrus:

In line with the W.A.R.N. act, this letter serves as your 60 day notice of our mass layoff. Your employment will be terminated effective December 31, 2006. We regret having to take this action, but as you are aware, the company has to re-direct its business focus on the profitable process system products to remain viable.

You will be paid through December 31, 2006, and your November and December pay checks will be issued on the regularly scheduled pay dates in each of those months. All unused vacation days will be paid out along with the December pay.

To assist you in finding new employment we waive our right to have you report to work; you are free to leave after you have taken care of any open business. Please, coordinate your departure with your supervisor.

Your life and health insurance will continue through December 31, 2006. Enclosed in this packet you will find information regarding your 401(k) plan, continuation of the health coverage, as well as information regarding an outplacement seminar scheduled for November 1, 2006 at the Holiday Inn for Eisenmann employees. If you have any questions regarding these matters, please phone Donna Waller in the Human Resources Department.

If you have any outstanding expenses, we ask that you submit them for reimbursement to the Accounting Department as soon as possible. All laptops, phones, phone cards, keys or other company equipment must be returned to Michael Wood before you leave. Specific needs and questions should be directed to Herbert J. Buder (477-5314) or Donna Waller (477-5702).

Please remember that all EISENMANN industrial and intellectual property must remain with the company. We expect you to honor our right of ownership.


We wish you much success in your future endeavors.

Sincerely yours,

EISENMANN CORPORATION



Mark West  
President



Herbert J. Buder  
Vice President





# Robert Clay Cyrus, C.P.M.

~~REDACTED~~  
Montgomery, AL 36117  
Home Phone: (334) ~~226-2222~~  
Cell Phone: (334) ~~226-2222~~

## Executive Summary

- Extensive Manufacturing and Plant Start-up experience
  - Toyota Motor Manufacturing Plant #1 and #2, Georgetown, Kentucky
  - Mercedes Benz U.S. International, Vance Alabama
  - Mercedes-Benz M-Class CKD Operation, Graz, Austria (SFT Steyer Daimler Puch)
  - Hyundai Motor Manufacturing Alabama, Montgomery, Alabama
- Diverse International Business Development Experience.
- Strong Leadership, Strategic Development and Negotiation Skills.
- Hands on knowledge of "Toyota Production System".

## Employment History



HYUNDAI Motor Manufacturing Alabama, LLC

May 2002 to Dec 2005

### Director of Purchasing (Parts Development)

- Recruited as first American hired (badge #1) for Hyundai's first U.S. Automotive Manufacturing Plant with investments of over \$1.3 Billion USD, 2 Million+ square feet.
- Recruited, hired and developed entire Direct Purchasing department staff (50+).
- Developed HMMA's overall purchasing long term sourcing strategy for Sonata and Santa Fe models (300,000 / year) plus Lambda Engine Plant (200,000 / year).
- Selected, negotiated and developed HMMA's supply base with annual buy in excess of \$4.5 Billion (USD).
- Achieved world class material costs, with continuing emphasis on lean manufacturing.
- Work as a team with (15) Greenfield suppliers to establish manufacturing in Alabama.
- Full responsibility for Supplier Development Group (Engineering and Supplier Quality)
- Industry leading Minority Content achieved from "Job 1". (Excess of 8%)

Robert C. Cyrus, C.P.M.

Page 2 of 4



Mercedes-Benz

## **MERCEDES-BENZ U.S. International Inc.**

May 1994 to May 2002

- Named as one of two individuals within MB as having "Unlimited Potential". (*From MB Stuttgart Executive Assessment Division*).

### **Project Manager**

- Responsible for M-Class successor and new model (R-Class) sourcing.
- Accountable for new Plant #2 construction and equipment contracts.
- Project Manager for M-Class manufacturing in Graz, Austria.
- Coordinated and led activities for CKD operation for MBUSI.
- Successfully launched production of M-Class in Austria (30,000 units annually).

### **Assistant Manager of Purchasing**

- Supervise staff of six including buyers in Stuttgart, Germany.
- Responsible for buys in excess of \$750 million annually.
- Work extensively in Germany and Austria,
- Leader for Globalization and "Parts Sharing Studies" of Chassis, Electrical and Raw Materials.
- Leader of "SMG"-Supplier Management Group for all Electrical systems.

### **Buyer**

- First production Buyer hired (*Recruited from Toyota, Georgetown, KY*).
- Responsible for procurement of all Chassis, Electrical, Fuel, Audio systems, and all Raw Materials.
- Developed MBUSI's Chemical Handling System. (*MSDS*)
- Exceeded aggressive cost target levels.



TOYOTA

## **TOYOTA Motor Manufacturing USA**

April 1989 to May 1994

### **Purchasing Buyer**

- Responsible for procurement of production raw materials with annual expenditure exceeding \$75 million.
- Accountable for Steel, Plastics, Paint, Lubricants, Adhesives and MRO commodities.
- Extensive knowledge and application of the Toyota Production System.
- Developed / implemented "CPS" Centralized Purchasing System" for Tier One steel buys.

Robert C. Cyrus, C.P.M.

Page 3 of 4



**BANK ONE** (First Security Bank)

1988-1989

**Financial Analyst**

- Responsible for financial analysis and auditing of unsecured lines of credit.
- Customer Account Representative for delinquencies.



**GKN Automotive, Inc.**

1986-1987

**Sales Representative**

- Responsible for account development and sales coverage over a three state area.
- Worked closely with buyers and purchasing agents to negotiate contracts and develop annual pricing strategies.

**Activities and Honors**

- Board Member Alabama Automobile Manufacturers Association (AAMA).
- Board Member South Regions Minority Supplier Development Council.
- Currently featured on the cover of Automotive Logistics magazine. 11/05
- Featured in numerous Automotive News issues. (see attached)
- Member of the International Chamber of Commerce.
- Member of the Birmingham, and Montgomery Chambers of Commerce.

**Education**

**MARSHALL UNIVERSITY**

- Bachelor of Business Administration (Graduated 1985)
- Dean's List

**Professional Certification**

- Certified Purchasing Manager (C.P.M.) - Institute of Supply Management, Tempe, AZ
- Certified Driver - Fittapaldi Driving School
- Certified VDA Auditor



Hyundai Motor Manufacturing Alabama, LLC  
700 Hyundai Boulevard, Montgomery, AL 36105  
TEL: 334-387-8000 FAX: 334-387-8929  
www.hmmausa.com

May 4, 2005

Rob Cynis

Montgomery, AL 36117

Rob,

I hope you are recovering well from your recent illness. I spoke briefly with your wife regarding your need for a medical leave of absence. You have been employed by Hyundai since May 22, 2002 and are eligible to request salary continuation and Family Medical Leave. Please complete the enclosed paperwork and return it to me as soon as possible. This letter is to state that your salary continuation and FMLA are provisionally approved, but we are awaiting the necessary completed paperwork for final determination.

Salaried Team Members are eligible to request salary continuation for a personal illness on the first day of employment. If a Team Member is out for a personal illness and is under a doctor's care, he/she may qualify for salary continuation. If you qualify for a medical leave of absence, your salary continuation will take effect and your pay at 100% of your hourly wage will continue until the doctor releases you to come back to work. If you are out longer than 26 consecutive weeks, you must qualify for Long Term Disability with Jefferson Pilot at that time to continue any type of salary payment. Long Term Disability pays 60% of a Team Member's monthly salary.

You have a right under the Family and Medical Leave Act (FMLA) for up to twelve (12) weeks of unpaid leave in a twelve (12) month period for the reason stated above, if eligible. As referenced in our FMLA policy, a Team Member must use all paid vacation and personal days prior to being eligible for unpaid leave. If your salary continuation is approved, it will run concurrently with your FMLA and you will not be required to use all paid time off until Salary Continuation ran out or if it is not approved.

You are required to furnish medical certification of a serious health condition. The doctor's certification must be completed and returned no later than Thursday, May 26, 2005 to the Benefits Department. Once this completed certification is received, a determination will be made. If the completed certification submitted does not support your request, or if you fail to provide the requested documentation, the leave will not be approved as Family and Medical Leave and Hyundai's policies and procedures covering absences will be applied.

Your health benefits will be maintained under the same condition. You will receive a final determination letter confirming approval or denial of your request for salary continuation and the Family and Medical Leave Act once you return the completed paperwork. Also, please refer to the enclosed Family and Medical Leave Policy.

You must make an appointment with the Medical Center's Clinic Manager prior to your release date. The Medical Center's number is (334) 387-8240. In order to return to work, the Medical Center requests a doctor's statement from your treating physician stating the following information:

- Specific dates of illness
- Detailed diagnosis of illness
- Medical release return to work date
- Details of any related restrictions and/or medications



0169



If you have any questions, please let me know. I hope all goes well and wish you a speedy recovery.

Sincerely,

Melanie L. McCormick  
Human Resources-Benefits Specialist  
(334) 387-8115  
(334) 387-8162 fax

0170

**CONFIDENTIAL**

Date: October 2, 2005

Subject: Murakami Manufacturing U.S.A. Inc. (MMUS). Quality MeetingDate of Meeting: September 16, 2005 (*Friday*)

Time: 10:00 am

Location: HMMA Pearl Room

Attendees from MMUS:	Mr. Toru Komatsu	Senior Vice President
	Mr. Mark McDonald	General Manager – Quality
	Mr. Glen Roberts	General Manager – Sales

**ORIGINAL****Events of September 15/16, 2005**

On Thursday September 15, 2005 I was approached by Mr. B.D. ("Brian") Hwang, Manager – Parts Development, Exterior Plastics. Mr. Hwang has been with Hyundai for 11 years. Mr. Hwang stated Mr. H.I. Kim had requested Murakami to join the "quality review meeting" scheduled for the next morning at 10:00 am. I told Mr. Hwang I would support him and asked the main purpose of the meeting. He stated Q.C. has some serious concerns regarding cosmetic defects (scratches, buff marks and other damage). He specifically asked me as a Director to strongly defend the Supplier based on actual facts. He felt he could not speak freely to the C.O.O. since he is only at the level of Manager (*This was a hierarchy issue, not personal*). I told him I would gather the facts and take a neutral position in the meeting tomorrow.

On the morning of September 16, 2005 I went to investigate the situation prior to the meeting and arranged a pre-meeting with Murakami at 9:30 am to clearly understand their position. I spoke with actual HMMA team member who receives the Murakami parts line side and installs them. She stated "there really hasn't been much of any difficulty with the mirrors" and "the only thing that has been occurring is occasional severe gouges or scratches all the way down to the plastic raw material, not superficial light scratches". Meaning most of the defects identified at line side are handling issues from Glovis to HMMA, not Murakami in the vast majority of the cases.



We started the pre-meeting around 9:30 am in the Quality Department. Attendees were:

<i>Ms. Paula Gonsalves</i>	<i>HMMA Parts Quality</i>
<i>Mr. B.D. Huang</i>	<i>Parts Development</i>
<i>Mr. Chris McClain</i>	<i>Parts Development</i>
<i>Mr. Rob Cyrus</i>	<i>Parts Development</i>

Murakami brought in actual examples of the suspect parts. There were significant "gouge like" defects not likely to be shipped to any OEM customer; too obvious. Murakami explained they had visited Glovis this morning and observed how Glovis is removing the mirrors from the HMMA approved packaging and stacking them haphazardly in non-approved totes. This is where the deep gouging is taking place. The three mounting studs are contacting the mirror housing painted surfaces when handled in this fashion.

After the review we and Murakami attended the Quality Meeting hosted by Mr. H.I. Kim. Two suppliers were in attendance for this meeting (*Murakami first, followed by Huashin*). Murakami brought defect samples and started to explain that these defects (*gouges*) were caused by handling issues between Glovis and HMMA based on their root cause analysis. This item was identified as the first discussion agenda item HMMA provided to Murakami (see attached). Mr. H.I. Kim seemed upset that Murakami was bringing up this topic and said via translator (Mr. Jason Chi) that he did not want to discuss this matter.

Murakami seemed a little taken aback. Why did they have three individuals come down to HMMA at significant time and cost and yet are not permitted to discuss and defend their position? HMMA QC wanted to charge back 163 minutes of down time to Murakami. **This would equate to 163 minutes x \$843.50/minute (GA) = \$137,490.**

The facts presented in the pre-meeting with HMMA Quality and Parts Development showed of the 282 mirrors returned as defective, 251 (89%) were good and acknowledged so by HMMA QC. The remaining 31 parts were either handling damage by Glovis or defects caused by Murakami's packaging format previously approved by HMMA Production Control in writing. Murakami also received parts returned from HMMA that had been dropped and run over by our tuggers and we were trying to charge them back.

Murakami and Parts Development attempted to intervene to clarify the facts with an open dialogue but Mr. H.I. Kim got visibly upset. He was yelling at various attendees and threw his papers on the table in disgust. He abruptly turned and walked out of room. All attendees were surprised, confused and felt uncomfortable.

He later returned and we tried to continue with an open dialogue approach to allow for a fair and productive meeting. Mr. Glen Roberts from Murakami asked why they were asked to drop everything immediately and come down to HMMMA at significant cost and time if no one will listen. He then held up two new mirror assemblies and struck them together to replicate the damage being seen at HMMMA line side by Glovis mishandling issues.


We attempted to discussed this matter and the related cost impact again, Mr. H.I. Kim seemed even further infuriated and yelled very loudly at both HMMMA team members and the supplier Murakami with other supplier present. He again left the room again without any discussion or reason and never returned even though we had another supplier that was to present (Hwashin).

I was later called by my colleague Mr. J.Y. Choi and informed that Mr. H.I. Kim was very upset with Mr. Choi and me based on the Murakami meeting. Mr Choi told me "to leave my present meeting and join him at once, as he and I may have the rest of the day off" insinuating that we may be fired.

In addition I later learned that after our Murakami meeting that Mr. Jason Chi had a separate meeting with Murakami and told Mr. Glen Roberts to "shut up and sit down". He will address his comments to Mr Komatsu. He told Mr. Komatsu that Mr. Roberts was to cancel his trip back today and insisted that he stay here at HMMMA.

Attached for back up are my actual meeting notes from the 16<sup>th</sup>, along with the Agenda we sent Murakami and Murakami's presentation.

Please feel free to contact me if you have any questions or concerns.

  
Mr. Robert Cyrus  
Director of Parts Development



**Weekly Parts Quality Review Meeting**

**2005. 9. 16.**

**HMMA QC Department**

## ■ Schedule and Structure of the Meeting


---

- ◆ When: 10:00 AM to 11:30 AM, Every Friday
- ◆ Where: Alabama Room (1<sup>st</sup> floor of GA shop office building)
- ◆ Chaired by: H.I. Kim, COO
- ◆ Attendees:
  - B.G. Cho, Senior director of Manufacturing
  - John Kalsou, Director of Manufacturing
  - Simon Sung, Sr. Manager of Parts Development
  - Rob Cyrus, Director of Parts Management
  - Chuck Knowles, Manager of Parts Management
  - Chris Susock, Sr. Manager of Quality Control
  - Richard Chai, Sr. Manager of Line Inspection
  - Dave Choi, Sr. Manager of GA shop
  - Danny Seo, Sr. Manager of Parts Quality, and Related people
- ◆ Presenters: CEO, COO and Quality Manager of Supplier  
Suppliers that caused line-stoppage at HMMA  
Suppliers that caused major shipping and field Quality issues.
- ◆ Format: HMMA Corrective Action Request Form (Powerpoint format)  
(Presentation file to be submitted to HMMA PQ one day in advance)
- ◆ Prepared by: Jason Chi, Parts Quality Manager

## ■ Presentation Topics for the week of 9/16/2005

CYRUS 362

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Lear	Seat	Rear head rest not locked, high effort	5 %	Quality Audit	15 Min.
		Seat back rubbing noise	1		
		Too much wrinkles and folds (Leather)	10 %		
		Paint issues (Polishing mark, Crater, Scratches)			
Murakami	Outside mirror	Poor heat staking of inside bush nut (Wind noise)	2	Downtime VPC inspection	15 Min.
		Oil contamination (Crater)	100 %	Test track	
		Stamping Split	6	Paint shop	
		Subwoofer weldnuts misaligned	25	Body shop	
Hwashin	Package tray panel	Weld spatter	27	GA T3	15 Min.
		Channel too wide at upper corner (Wind noise)	100 %	QA line	
				Test track	
Dongwon	Door frame				15 Min.

 **MMUS**  
Murakami Manufacturing USA, Inc.  
Campbellsville, KY

***NF Outer Mirror Assembly  
Countermeasure Report***

DATE REPORTED : 09/16/2005



## Buff Marks

### DESCRIPTION OF PROBLEM :

Parts with paint buff marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

Uncompleted buff finishing was performed under insufficient lightening (1,000 lux).

### COUNTERMEASURE :

- Additional lighting installed (2,500 lux) into buff area
- Lighting check sheet created
- Check before operation on 1<sup>st</sup> and 2<sup>nd</sup> shifts using lighting meter
- Lightning criteria : more than 2,500 lux
- Effective date : Sep 14, 2005

### METHOD OF COUNTERMEASURE EFFECT (RESULT) :

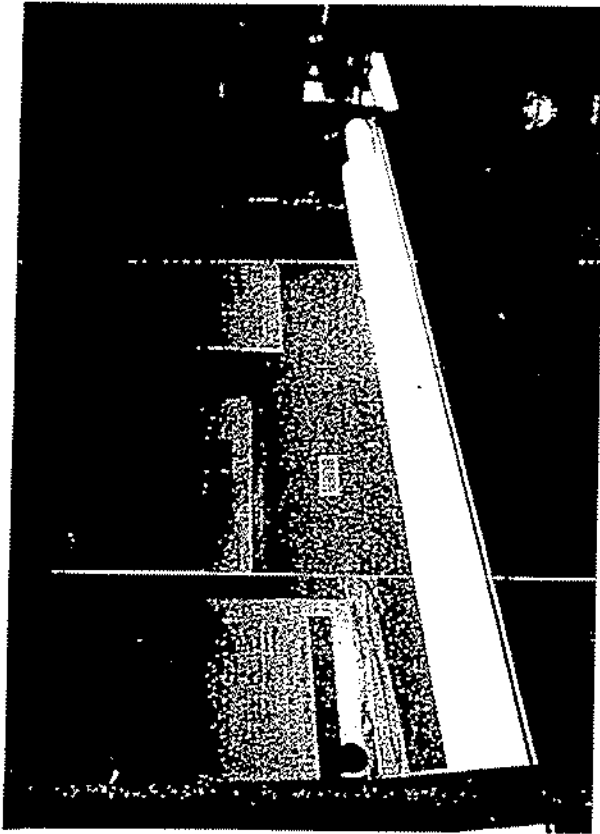
100 % Inspection of all assemblies prior to shipping to HMMA.

### REFLECTION TO NEW MODEL :

The countermeasure is included in CM process launched in April, 2006

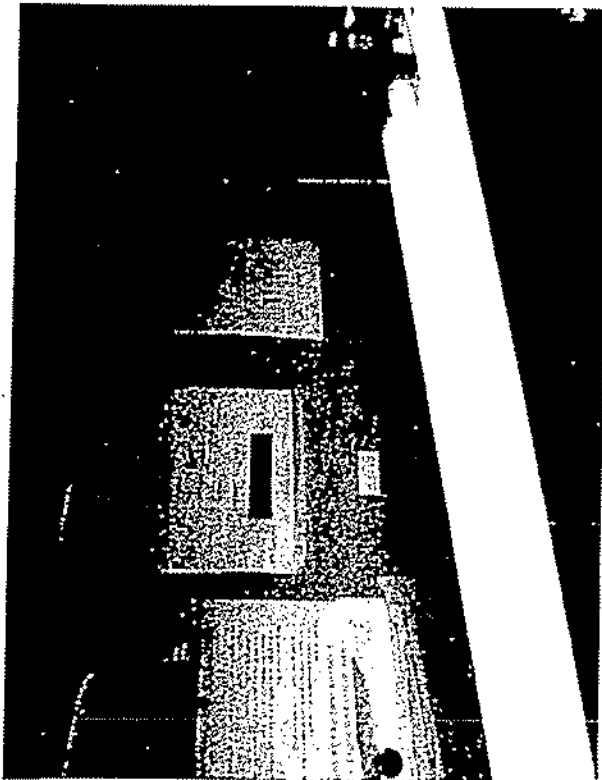
## Lighting Status

Before



1,000 Lux

After



2,500 Lux

## **Bag Marks**

### **DESCRIPTION OF PROBLEM :**

Parts with paint bag marks found at HMMA assembly line.

### **ROOT CAUSE OF NON-CONFORMANCE :**

The paint bag mark is caused by protective bag being imprinted into the paint after leaving MMUS (dark colors only).

Root cause:

1. Insufficient paint cure time (2~4 hrs – after EC change to Housing).
2. Container design (vertical position & rough dunnage).

### **COUNTERMEASURES IMPLEMENTED :**

- Stabilized curing time (7/25/05)
- New type of protective bag (8/7/05)
- Currently packaging all dark colors outside of the dunnage and protecting part with bubble wrap (extra time & cost).

### **REFLECTION TO NEW MODEL :**

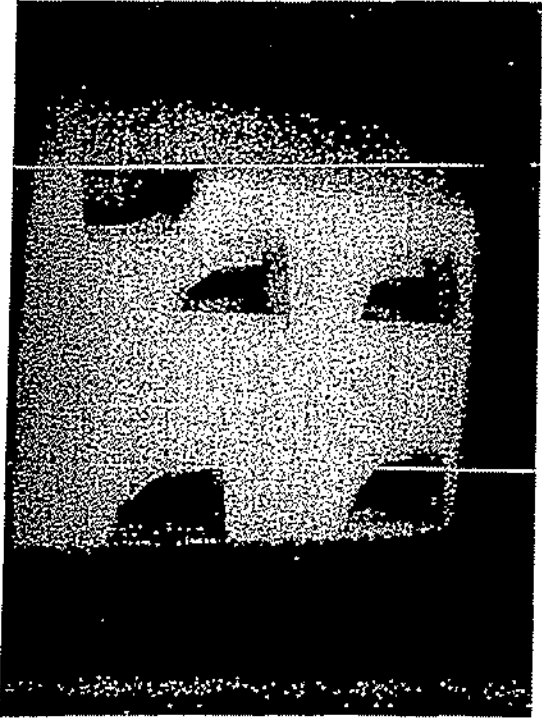
For CM program, different type of part container / dunnage will be proposed.

## Bag Mark

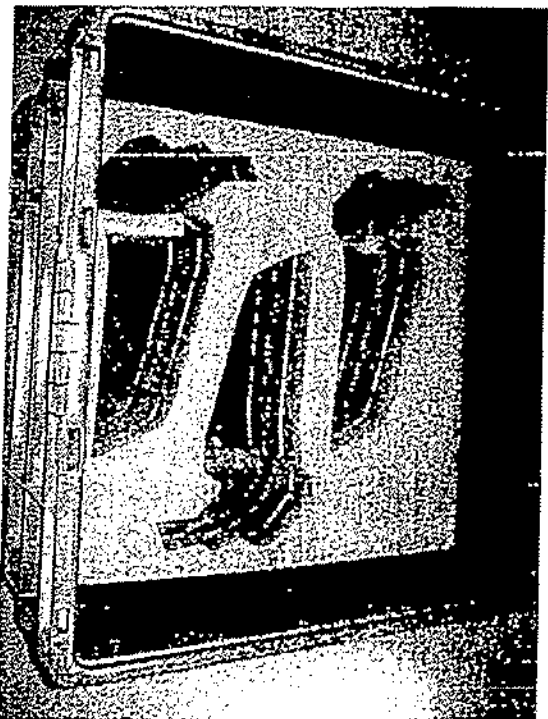
### Permanent countermeasure:

- Container & Dunnage should be modified.

Current NF Container & Dunnage



Container & Dunnage currently  
used by another customer



377



## Poor Heat Staking of Inside Bush Nut

### \* Root cause of non-conformance:

- 1) Machine malfunction
- 2) Miss-operation (human error)

### \* Temporary Countermeasure :

- 1) Operator verification - Mark a Dot on cover-base to ensure the heat stake process is complete
  - First the operator at heat stake process marks a dot on cover-base after the process then the next operator verifies the heat stake condition is acceptable and marks the part ( on cover-base) (1<sup>st</sup> operator 8/15/05) (2<sup>nd</sup> / audit operator 9/15/05)
- 2) Machine check - Increased frequency of machine function check
  - Check 2 times a day ( start & end of shift) (9/14/05)

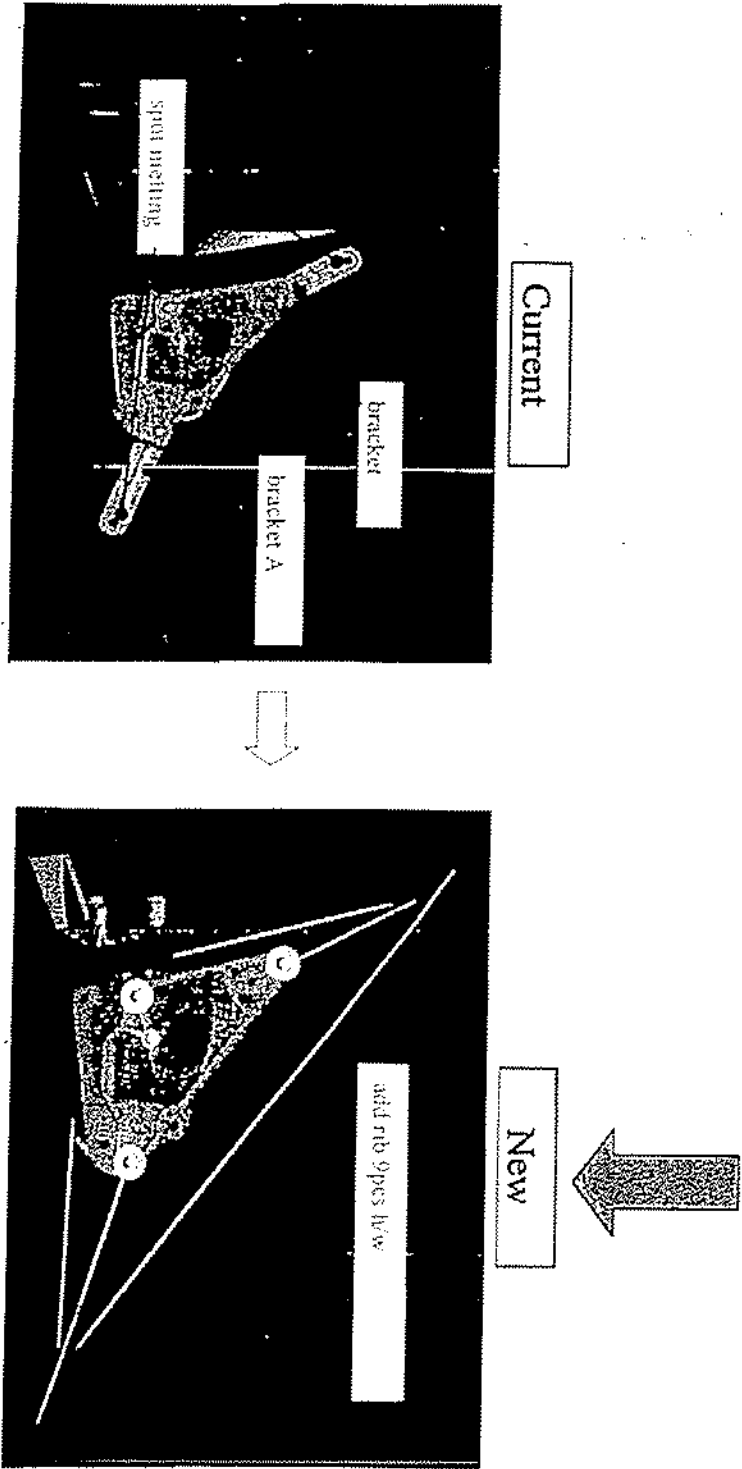
### \* Permanent countermeasure :

- Heat Staking Process to be eliminated by introducing the elimination of Bracket and Bracket A (Engineering Change).

# Poor Heat Staking

## Permanent Countermeasure:

Engineering Change to eliminate heat staking process



9/16/05

HYUNDAI

H.I. KIM<sup>TR</sup> / JASON CHAI

▶ QUALITY MARKS + MURAKAMI HWASHIN  
 10:00 AM ✓ SOIL



→ ADD TO SCHEDULE - PERMANENT

OTI BROWN TOLD + CHAI TO "TALK STRONGLY"

- DOWNTIME 9/1 - 9/3 TO H.I. KIM TO BE  
 FAIR TO SUPPLIER."

MURAKAMI

18 OCCURRENCES

12 OCCURRENCES

47 MINUTES

116 MINUTES

G/M PK. MARK MACDONALD

• DIFF MARKS. = REARBY "BAG" MARKS

CAUSED BY DUMPAGE STYLE = NEED TO Δ

LIGHTING = AB ALMOST FIVE

1,000 LUX → 2,500 LUX ✓

282 PARTS RETURNED TO MURAKAMI

251 PARTS RETURNED BY HUNDAI

H.I. KIM YOUNG & THUSUNG PARKER

→ VERY UNCOMFORTABLE - CAUTIONS

UNCOMFORTABLE. H.I. KIM YOUNG & M.

[www.hyundai-motor.com](http://www.hyundai-motor.com)

EXHIBIT

6

0271

Daily Plan

TO BEHOLD THEMSELVES.

• ELVIS WILL COME TO MEETING NOW  
TO ADDRESS.

• At 11:00 NEW REPEATINGLY SUMMING ITEMS  
ON TABLE, GOT UP INTO TWO LEFT.

- EMBROIDERING -

HUASHIN

0272

Chris Susock,

Sr Mgr. QC

# 8

September 16, 2005

Weekly Supplier Quality Meeting:

Observational account of the facts of this event:

This meeting was hosted by the Part Quality team of the Quality Control department and was chaired by COO Mr. H.I. Kim.

HMMA executive management attendees were Production Director John Kalson, Purchasing Director Rob Cyrus, and Quality Director S.G. Kwak. Several other HMMA salaried members were also in attendance along with other supplier representatives.

The meeting opened with the Murakami Manufacturing Company to discuss the quality issue of Buff Marks on the outside mirror commodity that they supply to HMMA.

Murakami Quality Control Manager began to discuss the issue of the Buff Marks and explain the reasons of which they believe may have caused this issue.

Rob Cyrus interjected and stated that he had a pre-meeting with Murakami and that they concluded that due to an EO change that limited there curing time to 3 hours was insufficient and that the designed packaging caused the buff marks to the product. He also concluded that the packaging should be changed.

Harry Chase, Manager of Production Control department stated that the packaging was designed by Murakami and that they were responsible for the results.

Rob Cyrus stated that that may have been true, but it now needs to be changed.

Harry reiterated that that is still a Murakami issue they own the packaging design but we will work with them.

Mr. Kim interjected and inquired by asking the Sr. VP of Murakami Mr. Komatsu-san how many years has Murakami been in business and who some of there other customers that they provided for. He had also asked that with 60 years of experience that they had, how could they have such basic quality issues like Buff Marks to be supplied to HMMA? This is a basic quality system issue.

Rob Cyrus replied for Mr. Komatsu-san and stated that Murakami was not the problem for all the issues that cause 200 minutes of downtime in General Assembly and that much of the mirror problems are caused by Glovis handling.

At this time Mr. Kim attempted to get the meeting back on track and stated that the purpose of this meeting is to review major supplier problems identified and for the supplier to address those problems that they can control and that we can be assured they



0244



will not repeat. Mr. Kim had also inquire to Mr. Komatsu-san how Murakami could not know that insufficient lighting, curing time and packaging could cause these types of quality issues and not be detected or tested adequately in their quality system.

Rob Cyrus then interrupted by stating that there is much more on today's agenda to discuss then the buff marks, that why don't we discuss the 200 minutes of downtime that Murakami is being blamed for and there is insufficient data to substantiate that they are the major source of the problem that GA is experiencing with the mirrors.

I myself then interceded by telling Rob that the Buffing Marks quality issue is real and that we need to stick to this issue, the 200 minutes of downtime is irrelevant at this point and that the Buffing Mark quality issue is real.

Rob stated that this is "Bullshit" and that Murakami was forced to come down here to address and issue that is irrelevant compared to other issues with Glovis.

Mr. Kim at this point stressed again that the purpose of this meeting was to address the basic quality system issues of the supplier and that the other issues being raised by Rob Cyrus should be addressed outside of this meeting at the engineering working level. At this point Mr. Kim was interrupted by the Assistant General Manager Murakami Glen Roberts by standing up walking over and grabbing two sample mirrors tossing them on the table and banging them against each other so that he could demonstrate how he believes damage occurs at Glovis stating to the effect that "this is why I came down here let's talk about how these mirrors are being damaged."

Mr. Kim stated that the scratches are a matter that must be addressed at a working level after this meeting. The purpose today is to discuss the buffing mark issue from Murakami. This is a repair that is being performed by HMMA and that they should be charged back to Murakami.

Rob Cyrus then stated that this should be a case to case basis and that he does not believe that HMMA is repairing these at all because they are continuously returned to Murakami.

John Kalson then stated that these issues were being repaired by HMMA members both on line in system and off line in QA.

Rob Cyrus replied to John Kalson by stating "is this the Toyota Production System way to pass on the defects to next customers?"

John replied he doesn't know what the Toyota Production system is and that it is a fact that we have to repair them with HMMA members.

Mr. Kim at this point ended the discussion with the Murakami presentation.

Note: It is of my opinion that the meeting began as being controlled and well structured with professionalism as Mr. Kim had requested by addressing the real problems that the suppliers are accountable for controlling and that any other issue should be addressed outside and separate from this forum. This however was disrupted several times by the continuous contesting and disregard of Mr. Kim's intentions and direction.

/cs

A handwritten signature in cursive script, appearing to read "Chris Surock". The signature is fluid and stylized, with a large initial "C" and a long, sweeping underline.

# 3

From: Kalson, John HMMA/Production Sub\_Div  
 Sent: Saturday, September 17, 2005 8:02 AM  
 To: Kalson, John HMMA/Production Sub\_Div  
 Subject: Weekly Part Quality Meeting Events - 9/16/2005

The following is a sequence of events that occurred during the Weekly Parts Quality Meeting held at HMMA on 9/16/2005.

1. Side mirror supplier Murakami was invited to present the status of defects that have been affecting quality at HMMA.
2. The meeting was attended by HMMA members, HMC members, Murakami representatives, and another supplier who was also scheduled to present status.
3. The meeting began with Mr. Mark McDonald (Murakami Quality Manager) presenting status of "buff" marks on the outer surface of the mirror assemblies.
4. Mr. McDonald stated that low light levels were the root cause of the buff marks since the operators could not see buff marks and scratches and fix them during their operations. He also stated that the light levels were increased to solve the problem.
5. Mr. McDonald then proceed to go to the next issue which he reported that was a packaging issue and lack of proper cure time (bar marks were being left on the mirrors, and he believed these were the root causes).
6. At some point during these discussions, Mr. H.I. Kim (COO - HMMA) asked the Murakami representatives how long they had been in business. The answer was given as 60 years. Mr. Kim then asked how come the light levels were not correct at the start. The question was stated as that Murakami has been in business so long; that he wanted to know how a basic quality system item could have not been correct.
7. During this part of the conversation, it was stated by Mr. R. Cyrus (Director Purchasing - HMMA) that all defects were not caused by Murakami, and that Glovis was the problem with the mirror defects.
8. Mr. Cyrus also then defended the packaging concerns that Murakami was facing and stated that HMMA accepted it and that Murakami did not do any other packaging like that for any of its other customers.
9. During this part of the conversation, Mr. Kim again stated the purpose of the meeting was to review the basic quality problems that were the responsibility of Murakami, and what they were doing about that. Mr. Kim also stated that a meeting between the parties (HMMA, Glovis, and Murakami) would be necessary to discuss and solve the issues that were stated by Mr. Cyrus.
10. Mr. Cyrus then stated something to the effect that "how can we ask a supplier to come and present the issues when we (HMMA) don't even have any data?" He also stated that we are in the process of charging Murakami with "over 200 minutes of downtime" and they are not responsible for that.
11. At some point in these discussions Mr. Cyrus was very outraged and said that "Murakami has spent 2,3,4 thousand dollars coming here to present their issues and that we need to let them speak"
12. Some time during this exchange, Mr. Glen Roberts (Assistant General Manager - Murakami) went over and picked up two mirrors violently hit them together to cause a scratch, said that this is what Glovis does, and threw the mirrors in the middle of the table.
13. Mr. Roberts then said something to the effect of "HMMA has asked us to come here and speak, and we are going to speak about what we want to speak about"
14. Mr. Kim again re-emphasized the fact that a separate meeting needed to be had by the parties to discuss the scratches and that it was not the intent of the meeting to discuss those items at this point.

EXHIBIT

8

0203

15. At some point Mr. Chris Susock, stated that the concerns with the mirrors were causing HMMA downtime and repairs and that Murakami has a responsibility for that. Mr. Cyrus at some point here said "that's Bullshit".
16. I (John Kalson) interjected that "I expect the parts to be "good" out of the box and it is the responsibility of the supplier to make sure they are, and if the parts are not good, we must repair". Mr. Cyrus then said that "the operator should find the defects before the parts are installed". I said to Mr. Cyrus that "the job of the operator is not to inspect parts, that is the responsibility of the supplier, if the operators does see a defect, he will not put the part on, otherwise we have inspection process downstream that find defects, and when we find defects we must fix them". Mr. Cyrus then stated to me "that's not how Toyota does it, and let me teach you something about production systems".
17. At some point during theses ongoing exchanges (which had been going on a while now), Mr. Kim stated that this meeting cannot go on like this and ended this session immediately.

In my opinion Murakami did not act as a respectful supplier. All of the Murakami representatives did represent themselves in a professional inanner. They were confrontational and could not accept that they were indeed causing issues at HMMA.

Also, I was very embarrassed at how our purchasing team acted. It seemed like they were working for the supplier. In my opinion, no matter if HMMA is right or wrong, we need to always stick together.

Finally I respect how Mr. H. I. Kim conducted the meeting in the face of the "battle". He was calm. He tried to get the supplier on track and speaking about their issues several times. Finally when there was no hope for further discussion, he ended that portion of the meeting.

J. G. Kalson  
Director - Production  
Hyundai Motor Manufacturing Alabama  
(334) 387- 8564

#9

Weekly Parts Quality Review Meeting - Murakami

9/16/05

The meeting started as usual at about 10:00 am. Murakami was giving their presentation and countermeasures regarding shipping and cloth marks.

During the course of the presentation Rob Cyrus asked several questions regarding the presentation and then asked about the scratches and downtime charged to Murakami. Murakami objected to the Downtime charged to them.

Rob Cyrus then commenced to talking about the downtime and scratches on the OSRV mirrors. At about this time COO Kim informed Murakami and Rob that the meeting was meant to resolve systematic quality issues and not specific issues.

Murakami stayed on the subject of downtime and scratches - going so far as to hit two mirrors together to show how some of the scratches. Again COO Kim stated that this meeting was to resolve systematic problems, and that the issue of downtime and scratches could be addressed later.

Rob Cyrus stated that not all of the downtime was attributable to Murakami. COO Kim wanted to move on with the meeting; COO Kim reiterated that the matter of downtime and scratches would be addressed later today. Glen Roberts of Murakami said "you wanted to have a meeting, so let's have a meeting", which is when he hit the two mirrors together.

Again, several people tried to move the meeting into the next slide, but Rob Cyrus said "you brought them all the ways down here, at least hear what they have to say".

Again, the amount of downtime charged to Murakami was raised - Chris Susock stated that PQ has already calculated the downtime to the best of their ability - to which Rob said "Bull s\_\_t!"

Rob asked if the team members were required to inspect the parts before putting them on. John Kalson responded that that is not a part of their job. Rob then asked if that is the Toyota way - to pass defects on to the customer.

At this time Chris Susock tried to get the meeting back on track by stating that the reason for the meeting was to resolve the buff mark issue - to which Rob said the accurate reporting of downtime is the issue.

COO Kim, clearly very agitated by the actions of the supplier, got out of his seat and walked out of the conference room. He came back in a short time later and requested Murakami meet with some other members of HMMA staff.

Gerald Horn, AM - Parts Quality, Trim Exterior

*Gerald Horn*



0249





11/6

## CHRONOLOGICAL EVENTS H.I. KIM RETALIATION

RE: ~~INTERACTION~~

9/15/05

/ BYUNG-DALL

O APPROACHED BY MR. B.D. HWANG - PARTS DEVELOPMENT  
 MANAGER & MR. J.Y. CHOI MY FELLOW DIRECTOR  
 WITHIN PURCHASING - PURCHASING ADMINISTRATION.  
~~HWANG~~ ~~CHOI~~ A. THEY BOTH SAID THAT THEY NEED  
 MY HELP IN THE QUALITY REVIEW MEETING ~~ON~~ TOMORROW  
 9/16/05 TO DEFEND MURAKAMI. BOTH MURAKAMI &  
 HANMA AGREED THAT THE TOPIC OF THIS UPCOMING  
 MEETING HAD ALREADY BEEN SOLVED. H.I. KIM  
 WANTED TO CHARGE MURAKAMI FOR A LINE  
 STORAGE EVENT.

→ PULL NOTES

THEY SPECIFICALLY REQUESTED ME TO  
 "TALK STRONGLY TO H.I. KIM (COO) TO  
 ASSURE THE SUPPLIER WAS TREATED FAIRLY"  
 - I TOLD THEM I WILL CONDUCT AN  
 INVESTIGATION PRIOR TO THE ACTUAL H.I. KIM  
 TO GATHER FACTS AND THEN TAKE A  
 NEUTRAL POSITION BASED ON FACT PRESENTED  
 FROM BOTH MURAKAMI AND OURSELVES (HANMA).

- MR. CHOI & HWANG SAID THANK YOU FOR  
 YOUR HELP. THEY ARE AFRAID TO SPEAK TO  
 COO. H.I. KIM DUE TO HIS UNREASONABLE  
 AND VINDICTIVE WORKING STYLE,

9-16-05 (Am)

- KNOWING OUR MEETING WAS AT 10:00 AM THE FIRST THING I DID THAT MORNING WAS TO GO GATHER FACTS RATHER THAN EMOTION.

① I WENT TO THE ACTUAL LINE SIDE AND SPENT 5-10 MINUTES TALKING TO THE T/M WHO INSTALL MURAKAMI'S OUTSIDE MIRRORS EVERYDAY.

- SHE SAID FRANKLY MURAKAMI HAS BEEN ONE OF BETTER SUPPLIERS - NO REAL ISSUES.

- I ASKED HER ABOUT THE RECENT LINE STOPPAGE AND THE 282 MIRRORS SENT BACK TO MURAKAMI AS REJECTS.

- HER UNDERSTANDING WAS THAT THE VAST MAJORITY OF PARTS SENT BACK WERE BOUNDLINE DEFECTIVE AND 251 OF THE 282 PARTS WERE LATER AGREED TO BE A QUALITY MIS-CALL ON HMM's BEHALF.

- I ASKED HER IF SHE COULD PLEASE SHOW ME WHAT INSPECTION DOCUMENTATION WAS USED BY HER AND HER COLLEAGUES. SHE SAID WELL WE REALLY DON'T HAVE ANY SET STANDARDS OR BOUNDARY SAMPLES, IN HER OPINION THIS IS WHY MANY PARTS HAVE INITIALLY BEEN JUDGED NG - LATER TO BE VALUED OKAY.

- I THANKED HER FOR HER TIME AND FRANK HONESTY,

- MY NEXT STEP WAS TO MEET WITH OUR HMMMA INTERNAL PARTS QUALITY T/M, MR GERARD HORN, MS. PAUL BONSAVES AND MR. MICHAEL KIRK.

THEY HAD THE SAME FEELINGS ABOUT THE FACT THAT MURAKAMI IS MEETING OUR REQUIREMENTS & THE LACK OF LINE SIDE INSPECTION STANDARDS AND BOUNDARY SAMPLES CAUSED THIS SITUATION. NOT MURAKAMI'S ISSUE.

- WE THEN MEET W/ THE 3 GENTLEMEN FROM MURAKAMI TO GET THEIR SIDE OF THE SITUATION AND THEY TOO WERE IN AGREEMENT WITH US PLUS THEY HAD ALREADY THIS MORNING GONE OVER TO THE GLOVIS SEQUENCING OPERATION TO CLEARLY UNDERSTAND HOW PARTS WERE / ARE BEING HANDLED,

- THEY OBSERVED THE GLOVIS WORKERS WERE TAKING THE MIRRORS OUT OF THEIR PROTECTIVE PACKAGING AND HAPHAZARDLY STACKING THE MIRRORS IN A PILE, THIS PRACTICE WAS CAUSING EXTENSIVE SCRATCHES AND GOUGES. THIS MISHANDLING SITUATION ACCOUNTED FOR THE 31 OTHER PARTS OF THE ORIGINAL 282 OF 251,

SO PRIOR TO THE ACTUAL MEETING ALL AMMA & MURAKAMI PERSONNEL WERE ON THE SAME PAGE.

#7

## INTEROFFICE MEMORANDUM

TO: COO MR. H. I. KIM  
 FROM: JASON CHI /MANAGER, PARTS QUALITY *Jason Chi* 서영우  
 SUBJECT: ACCOUNTS ON WEEKLY PARTS QUALITY REVIEW MEETING OF 9/16/05  
 DATE: 9/17/2005  
 [ENGLISH/한글 VERSION]

## Background

The Weekly Parts Quality Review Meeting was initiated by COO Mr. Kim on 9/7/05 in an effort to resolve major quality problems from suppliers that had resulted in to HMMA line downtime with repeated occurrence.

When: 10:00 AM to 11:30 AM Every Friday  
 Where: Alabama Room  
 Chaired by: H.I. Kim, COO  
 Regular Attendees: John Kalson, Director of Manufacturing  
 Simon Sung, Sr. Manager of Parts Development  
 Rob Cyrus, Director of Parts Management  
 Chuck Knowles, Manager of Parts Management  
 Chris Susock, Sr. Manager of Quality Control  
 Danny Seo, Sr. Manager of Parts Quality.

The parts quality issues are notified to suppliers immediately at the occurrence of the issues using Corrective Action Request form which requires a temporary countermeasure reply within 24 hours followed by permanent countermeasure reply. The request to attend the review meeting is typically notified no later than 48 hours prior the meeting.

For the week of 9/16, Murakami on Side Mirror Paint Issues and Hwashin on Package Tray Oil Contamination and Split were requested to attend the meeting. The quality

EXHIBIT

0238

30 issues of both suppliers were repeated and pending over 4 weeks.

31

32

33 The Retrospect Minutes of the Meeting.

34

35 The weekly meeting was started as normal. All HMMA executives and the suppliers'  
36 representatives were arrived on time. First, Pareto analysis of overall downtime and  
37 repeated problems by suppliers for the month of August and first two weeks of  
38 September was reviewed. Then, the issues of Murakami were discussed.

39

40 COO Kim asked Sr. Vice President of Murakami, Komatsu-san, why Murakami such a  
41 supplier with over 60 years of experience of mirror business could make defects like buff  
42 marks and bag marks? These are fundamental quality system issues.

43

44 Rob interjected and stated that all defects are not created by Murakami and in fact,  
45 Glovis made many defects such as scratches on the mirror by handling mistakes.

46 Rob also stated to Harry Chase, PC Manager that HMMA PC accepted Murakami's  
47 packaging design and now PC says the design is No Good (exchanged with Harry for  
48 more statements defending Murakami).

49

50 COO Kim reminded that the purpose of this meeting is to review the major supplier's  
51 quality problems and counter-measure not to repeat the problems. COO Kim asked again  
52 to Komatsu-san how and why Murakami did not know that a simple insufficient lightening  
53 at packaging causes buff marks and cure time is required more than 3 hours before  
54 shipping the mirrors.

55

56 Rob again interjected the questions from COO and stated that 200 minutes of downtime  
57 charged to Murakami is not accurate and much of time should have been charged to  
58 Glovis.

59

60 COO Kim reminded the participants that the purpose of the meeting is to review the  
61 major quality issues created by suppliers and their counter measure plan. There can be



62 some calculation errors on downtime. Those errors can be worked out in working level  
63 discussion. This meeting is to discuss more fundamental and systemic major quality  
64 issues.

65  
66 Rob stated that accurate downtime is the root of the issue. Murakami has right to speak  
67 what they want and PQ should have been clear on downtime of Glovis and Murakami.

68  
69 Chris Susock, Sr. Manager of QC stated to Rob that PQ has already calculated down time  
70 to the best of ability and Buffing marks issue is real and we need to stick to the issue and  
71 200 minutes down time is irrelevant at this point.

72  
73 Rob sated back to Chris "Bull Sh\_\_s!"

74  
75 COO Kim reminded again the purpose of this meeting. At this point, Glenn Roberts,  
76 General Manager in Sales of Murakami, stand up without permission from his chair in  
77 agitated mode and grabbed two mirror samples from parts container and threw onto the  
78 meeting table and banged each other and stated "I'll talk and discuss what I want to  
79 discuss and that's reason for that I came down here." He went on to explain how many  
80 scratched mirrors that he is getting from Hyundai.

81  
82 COO Kim stated that scratches on the mirror are not that I'm concerned about today with  
83 Murakami. As far as scratches on the mirrors are concerned, I would like to resolve in  
84 working level after this meeting. The concern that I have today is the buffing on the  
85 mirrors. This requires an extensive repair by HMMA members and therefore, I would like  
86 to charge back to all incurred cost of repairs by HMMA members to Murakami.

87  
88 Rob interjected by saying "That too is case by case. I don't believe HMMA is repairing  
89 the mirrors since many mirror are being returned to Murakami."

90  
91 John Kalson, Director of production, stated that the repair is either being done on-line or  
92 off-line. Rob stated "Is this Toyota way to pass on the defects to next customers?"

93

94 John Kalson stated "Toyota way or not, it is the fact we have to repair them all by HMMA  
95 members."

96

97 COO Mr. Kim, at this point, ended the review meeting stating in Korean "How can I run  
98 this meeting when our own Purchasing is siding with suppliers on the quality problems?"

99

100 As COO Mr. Kim left the room, John Kalson chaired the rest of review meeting with  
101 Hwashin to end.

102

103

104

#### Personal Opinion

105

106 I think Rob could have discussed the downtime issue against Murakami mirrors directly  
107 with COO Kim before or after the meeting. This is the reason that well-prepared meeting  
108 had to be ended in disrupted manner. The behavior of Glenn Roberts of Murakami was  
109 not acceptable as a supplier that supplied the defective parts HMMA line and came to  
110 review the problem. As a result of the disrupted meeting, HMMA had lost chance to  
111 discuss and plan to resolve the issues of NF side mirror buffing, heat staking, and scratch  
112 related downtime.

113

114

115

#### 배경

116

117 주간 부품 점검 점검 회의는 HMMA 생산 효율에 지대한 영향을 미치는 부품 불량률을 향상 시키  
118 고자 하는 취지에서 공장장, 김 이사님의 지시에 의해 9월 7일부터 첫 회의가 시작됐고 공장장님  
119 이 직접 회의를 주재 해 오셨다.

120

121

[구체적 회의 구성은 영문판 참조]

122

123 불량 부품의 업체 통보는 CAR를 사용 발생 즉시 전송되며, 업체는 24시간 내로 임시 대책서와  
124 영구 대책서의 계획을 부품 검수과에 제출할 의무를 갖는다. 회의 참석 요망 업체는 회의 당일로  
125 부터 최소 48시간 이전에 통보되고 있다.

126

127 9월 16 일의 회의에 참석한 업체로 Murakami와 화신으로 결정되었고 이 업체의 불량 부품문제  
128 는 다수의 개발과 영구적인 대책의 부재가 그 결정 이유였다.

129

Montgomery Cardiovascular Associates, P.C.  
 273 Winton Blount Loop Montgomery, AL 36117  
 (334)280-1600 Fax: (334)280-1600

October 31, 2007  
 Page 1  
 Chart Document

<b>ROBERT C CYRUS</b>		Home: (334) <del>280-0000</del> Office: (334) <del>280-0000</del>
Male DOB: <del>01/01/1962</del> 1962	56300	Ins: B/C OF A (1) Grp: 48584

09/13/2005 - Office Visit: Progress Note  
 Provider: PAUL B MOORE MD  
 Location of Care: Montgomery Cardiovascular Associates, P.C.

PROGRESS NOTE

NAME: CYRUS, ROBERT C  
 MCA CHART NO.: 107106-1-mc  
 D.O.B.: ~~01/01/1962~~ 1962  
 DATE: 09/13/2005 9:59 AM  
 PHYSICIAN: PAUL B. MOORE  
 REFERRING M.D.: DANIEL MOORE

**PROBLEMS:**

CARDIOVASCULAR DISEASE (ICD-429.2)  
 ANGINA PECTORIS (ICD-413.9)  
 ABNORMAL TGXT 4/28/05 (ICD-794.30)  
 HYPERLIPIDEMIA (ICD-272.4)  
 SHORTNESS OF BREATH (ICD-786.05)  
 HYPERTENSION UNSPECIFIED (ICD-401.9)

**ALLERGIES:** This patient has no known allergies.

**CURRENT MEDICATIONS:**

LIPITOR TAB 20MG (ATORVASTATIN CALCIUM) Q HS  
 CYMBALTA 60 MG CPEP (DULOXETINE HCL) QD  
 FIORICET 50-325-40 MG TABS (BUTALBITAL-APAP-CAFFEINE) PRN  
 XANAX 0.5 MG TABS (ALPRAZOLAM) prn  
 PLAVIX TAB 75MG (CLOPIDOGREL BISULFATE) QD  
 ASPIRIN 81 MG TABS (ASPIRIN) qd  
 NITROGLYCERIN 0.4 MG SUBL (NITROGLYCERIN) prn

**INTERIM HISTORY:** Mr. Cyrus called the office this morning saying that he had shortness of breath. He tells me that he has been feeling pretty well up until recently. He is still under a great deal of social stress. He is going through a divorce. He just went back to work at the Hyundai plant about two weeks ago and has a large backlog of work to do. He tells me that this weekend he was playing golf. He became nauseated and "dizzy". He thinks he may have been dehydrated. Of course, it was very hot as well. Since then he has been fatigued.

This morning he felt short of breath just walking across the parking lot. He also noticed that he felt "dizzy" when he got up from his desk. He had his blood pressure taken in the health clinic and it was noted to be elevated. He called the office and this appointment was made.

**VITAL SIGNS:**

Weight (lbs): 191  
 Pulse rate: 80



Montgomery Cardiovascular Associates, P.C.  
273 Winton Blount Loop Montgomery, AL 36117  
(334)280-1500 Fax: (334)280-1600

October 31, 2007  
Page 2  
Chart Document

<b>ROBERT C CYRUS</b>		
Male DOB: 07/04/1962	56300	Home: (334) 922-8582 Office: (334) 280-8806 Ins: B/C OF A (1) Grp: 48584

Respirations: 14, unlabored

Blood Pressure: 136/100, right arm; 132/100, left arm

**PHYSICAL EXAM:** Well developed, well nourished, somewhat anxious, middle aged white male in no acute distress.

**CHEST EXAM:** Clear lung fields. No wheezes or rales. Normal respiratory effort.

**CV EXAM:** No JVD at 45 degrees. PMI is not displaced. First and second heart sounds are normal. There are no murmurs, rubs, or gallops audible.

**ABDOMINAL EXAM:** Soft. Bowel sounds are present. No tenderness or masses appreciated.

**DATA:**

EKG: Sinus rhythm. Normal axis. Normal intervals. Otherwise, normal EKG.

**ASSESSMENT:**

- 1.0 Cardiovascular.
  - 1.1 CAD. Seems stable.
- 2.0 Shortness of breath. I believe that his shortness of breath is related to stress and some degree of anxiety. His blood pressure may be playing a role as well. I do not think that he has significant residual coronary ischemia. His stress test back in June looked okay.
- 3.0 Hypertension. Diastolic blood pressure has crept up. He finished the cardiac rehab program about two weeks ago, but he has not exercised since then.

**PLAN/SUGGEST:**

1. Atace 5 mg daily.
2. Continue other therapy as is.
3. I have strongly encouraged him to go back to regular exercises he was doing with the cardiac rehabilitation program for stress relief, nonpharmacologic control of his blood pressure, etc.
4. Return to see me in six months.
5. I have advised him to continue with his efforts at behavior modification and stress relief.
6. Routine follow up with Daniel Moore.

Paul B. Moore, M.D.

PBM/tw

Manual Fax to:

Dr. Daniel L. Moore  
8190 Seaton Place  
P. O. Box 240369  
Montgomery, Alabama 36124  
Phone: 396-9100  
Fax: 396-9110

Job ID: 220251  
DD: 09/13/2005  
DT: 09/14/2005

Message

Page 1 of 1

**McCormick, Melanie L HMMA/HR**

---

**From:** Stone, Laura L HMMA/Parts Development  
**Sent:** Thursday, October 13, 2005 10:14 AM  
**To:** McCormick, Melanie L HMMA/HR  
**Subject:** RE: Help

The week of 10/3 - 10/7 he was here. He was out (9/20 - 9/23) and out the following week (9/26 - 9/30) and out all this week.

-----Original Message-----

**From:** McCormick, Melanie L HMMA/HR  
**Sent:** Thursday, October 13, 2005 9:48 AM  
**To:** Stone, Laura L HMMA/Parts Development  
**Subject:** Help

Laura, I am trying to make sure I have Rob's time in correctly in the system since he is out on a medical leave. Please let me know when he has been out. I know he is out this week. Did he miss all of last week? What about the week prior?


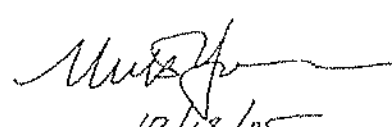
*Melanie L. McCormick*  
Hyundai Motor Manufacturing Alabama, LLC  
HR Benefits Specialist  
(334) 387-8115  
(334) 387-8162 fax  
[mmccormick@hmmausa.com](mailto:mmccormick@hmmausa.com)

10/18/2005



0135



<input type="checkbox"/> REPORT <input checked="" type="checkbox"/> APPROVAL					Conservation Pd. ( ) years		
					Enforceable under approval of ( )		
Date	10/18/2005	R E P O R T	Prepared	Manager	Sr. Director	Exec VP	President
Team in Charge	General Purchasing		 Mike Young				
			10/18/2005	11	11	11	11
Cooperation							
Subject : Rob Cyrus incident 10/11/05							
<p>Mr Hyun,</p> <p>This information is confidential and only for your viewing.</p> <p>On 10/11/2005 evening at Red Star Tavern restaurant, I saw Rob Cyrus joining two other Hyundai employees to have a social drink. Within the gathering there were females there which I think that was the reason why Rob Cyrus showed up. Rob was not at work that week due to illness and still have not come into work week of 10/17/2005.</p> <p>When I saw Rob Cyrus there, Rob had said to me "DO NOT TELL ANYONE YOU SAW ME HERE". I didn't know what that meant. Why can't someone come out and have a drink on a week day? Well I told him I would not say anything to anyone but when I was about to leave, he yelled out "I'm serious, do not tell anyone" and said "I'll fire you if you do". I know he said that jokingly but I did not take that as a joke since he was dishonest about not coming to work and wanted to let the girls know who was the boss. I didn't take that comment too well and thought that I should report this to management. I feel that Rob Cyrus using Hyundai and don't feel right he should be working at Hyundai especially at a director position.</p> <p style="text-align: right;"> 10/18/05</p>							

HMMA 0001

H.M.M.A

000mm x 000mm



0038

9:17  
10/22

10/22/05

4/3

REC'D  
CALL FROM  
KID 3:31 AM

TOOK BP 9:15

HR S 156  
110 D 1059:16  
MEASUREMENT  
#2

MET w/ KETIA AT CITY GRILL

HR S 162  
118 D 121①  
REC'D  
CALL FROM  
KETIA CELL② JUDY'S CALL (9:05) SHE WILL ② TOMORROW  
("KAY")

- KATHLEEN DICKER → 462-0335\*

- JIMMIE TRODS.

IN SHOCK

- NERVOUS, ASTONISHED, SCARED, HONORABLE

- WHEN H.I. TOLKIN HIS PIT I WENT TO  
KETIA'S, AND EXPLAINED SITUATION AND  
THREATS OF FILING FROM MA COURT. HE SAID  
DON'T GIVE IT ANOTHER THOUGHT - NOTHING WILL  
COME OF IT. TOLD HIM SPECIFICALLY THE WORK  
ENVIRONMENT WAS HOSTILE.

- 2ND TIME AFTER CHOI REQUESTED ME TO  
RIGHT MY MIND MINUTES FROM MIDDLETOWN MTG  
I AGAIN WENT TO I.C.D. AND TOLD HIM TO  
MY SURPRISE THINGS SEEM TO BE ESCALATING.  
TOLD HIM THAT CHOI TALKED TO ME AND ALL IN  
MEETINGS THOUGHT NOTHING WAS WRONG OR  
INAPPROPRIATE EXCEPT FOR H.I. KIM'S PAGE  
AND TWO TALKING.

I TOLD HIM I WAS WARNED ABOUT ~~REPUTATION~~  
FROM H.I. KIM SINCE HIS REPUTATION IS  
VENERABLE. HE AGAIN REASSURED ME THAT  
NOTHING WOULD COME OF IT - IT'S JUST THE

EXHIBIT

15

10000

2/3

HYUNDAI STYLE - WAY OF OPERATING. HE  
SAID DON'T WORRY # AT ALL AND TO  
HAVE A NICE WEEKEND.

- HARRY CALLED PHONED MY 7PM SAID  
HE WAS STILL AT WORK BECAUSE H.I. TEAM  
ORDERING HIS DIRECT REPORTS TO MAKE  
MEETING MINUTES OF WHAT OCCURRED  
IN MORRISMAN #76, (FIR 7/11/05) HE DID  
NOT REQUEST OTHER ATTENDEES EXCEPT  
FOR GUY & MYSELF TO MY KNOWLEDGE,  
(APPROXIMATELY 30 PEOPLE IN ATTENDANCE),
- TOLD OF THE MAKING OF ALL OCCURRENCES  
INCLUDING 2 MEETINGS W/ R.D. HOSKINS ①  
REPLACING ②

3/3

10/23 @ JUDY (2:13)

OFFICE  
262-0720  
DICKY MACDONALD  
ARABAMA ST.

COMPLETE THE APPLICATION  
FOR FAMILY MEDICAL  
LEAVE

FMLE  
GO AHEAD AND DO  
THAT.

10/24  
@ 11:15  
LMVM.

① TED  
CHANDLER

MR. ①

① CANDID

ASKED ME  
IF I WAS THAT  
STYLE

FMLE

PLANT

NOV 10 03 04:00P

NOV 10 03 04:00P

334-215-1567

p.1

## FAX COVERSHEET

Date: November 10, 2005

*To: Mr. Keith Duckworth*

*From: Robert C. Cyrus C.P.M.*

Topic: Formal Complaint

Pages not including coversheet: 21



0041



Nov 10 05 04:24p

Rob Oynus

334-215-1967

p.2

November 6, 2005

Mr. Ahn  
President and CEO HMMA

Mr. Keith Duckworth  
Deputy President HMMA /  
Vice President Human Resources and Administration Services

Mr. B.K. Kim  
Senior Director of Human Resources and Public Relations

Mr. Greg Kimble  
Director of Human Resources HMMA

Subject: Formal complaint for racial discrimination and retaliation

I wish to file a complaint that the demand for my resignation violates company policies that protect employees from discrimination based on race. I am American and was forced to resign and my Korean peer Mr. J.Y. Choi (Korean) who did the same thing as I did and was not forced to resign. I also believe my termination was in retaliation for my reporting sexual harassment, race discrimination and safety policy violations.

Mr. Duckworth requested a dinner meeting with me on October 22, 2005 he said it as to check on how I was doing (health wise), and to see if he could be of any help. I brought my medical documentation for you to review. I had over 100 pages of documentation.

Upon arrival at the restaurant I ran into Mr. Michael Hansford. Mr. Hansford said he would like to meet Mr. Duckworth and joined us at our table maybe 10 minutes after I arrived. While Mr. Hansford was present, Mr. Duckworth asked us about what we knew about serious ongoing problems at HMMA. Specifically he asked us if [REDACTED] was still sleeping with [REDACTED]. He asked us of other concerns he had heard of such as "kick-backs". Then Mr. Hansford left.

Mr. Duckworth then said the executive management at Hyundai was upset with me and would like me to resign. I was flabbergasted. I said I wasn't aware of any performance, demeanor or relationships issues. I asked Mr. Duckworth specifically who is "executive management". He said the President, Mr. Ahn, Mr. H.I. Kim and Mr. Rick Neal.

I told Mr. Duckworth the President Ahn has only been at HMMA a few months and speaks very limited English. Our conversations have been "hello" in the hallways and bathroom. He has never expressed any dissatisfaction with me directly or through any Korean colleagues. As far as Mr. H.I. Kim is concerned. I had a meeting with Mr. H.I. Kim was regarding the supplier Murakami who traveled 500+ miles to come down to HMMA to address a problem concerning their outside mirrors. The meeting was September 16<sup>th</sup> at HMMA at 10:00 in the Pearl Room.

21  
PAGE 1 OF 21

0042

Nov 10 05 04:24p

Rob Cyrus

334-215-1957

p.3

I provided meeting minutes to the President, Mr. Ahn via Mr. H.J. Hyun. I am endorsing a copy of these.

As the meeting minutes show Mr. H.I. Kim was upset over our efforts to have the supplier Murakami address the quality concerns and related line stoppage. This was specifically what Murakami was asked to come down for. It was on the agenda for the meeting, all parties attending had copies and in fact Mr. H.J. Kim's department wrote the agenda and Mr. H.I. Kim presided over the meeting.

As my meeting minutes indicate Mr. H.I. Kim became enraged at Murakami, Mr. J.Y. Choi (Director of HMMA Purchasing) and me (Director of HMMA Purchasing / Parts Development). I could feel his anger even though he only spoke in Korean. Mr. J.Y. Choi and I spoke as one voice with the same inflection to simply try to allow Murakami to make their presentation. As Mr. Choi and I later that afternoon discussed our surprised reaction from the C.O.O. Mr. H.I. Kim to Mr. Jason (Jae Rok) Lee, Mr. J.Y. Choi repeatedly stated in English to Mr. Jason Lee in my presence that we (Purchasing), (Choi and Cyrus), did absolutely nothing wrong, Mr. Choi was very upset almost crying. We both spoke to H.I. Kim calmly and with respect.

Later on September 16<sup>th</sup> 2005 I received a call from Mr. Choi at approximately 1:30pm. He said "Rob, you and I may be going home early today". He said Mr. H.I. Kim has gone to President Ahn to complain about the Murakami meeting. I said Kim is the one that acted unprofessionally. Mr. Choi said and agreed that we did nothing wrong. Mr. Choi said Mr. Kim should actually apologize to HMMA staff and Murakami.

Mr. Choi told me come to my desk immediately. When I arrived he said Mr. H.I. Kim had demanded that Mr. Choi and I write meeting minutes to cover what occurred in the Murakami meeting.

I asked why we had to write meeting minutes. There were 30+ people in the meeting along with the two suppliers, (Murakami and Hwashin), everyone knew what happened. I told him that I had many critical things to finish that and this seemed like an unreasonable priority. In the three plus years I have been with Hyundai I had never has such a request.

At this point I went to Mr. Duckworth's office and met with him to discuss this. I explained what had occurred. He stated "don't worry about it. It's just the Korean's style". I said I don't want a black mark next to my name because of this meeting. He said "don't give it another thought; everyone knows your good standing at Hyundai". I specifically told him that this was a very hostile environment and was surprised that the now third set of Executive management sent over from HMMA was acting in such a hostile fashion. He said again "don't give it another thought your reputation and standing in the company were excellent". I then went back to my desk.

2/21

Nov 10 05 04:24p

Rob Cyrus

334-215-1567

p.4

As I continued to work on my scheduled activities for that afternoon I was again called over to Mr. Choi's desk. Mr. Hyun then joined us. Mr. Choi updated me and told me that now Mr. H.I. Kim phoned President Mr. Seo in Korea about this meeting. I discussed this new escalating factor with Mr. Hyun and Mr. Choi. They both agreed that we acted in the proper fashion in the meeting and that the thing to do was let his anger try to blow over.

Late in the afternoon of September 16, I again went over to see Mr. Duckworth. I explained the latest developments and my concern about Mr. H.I. Kim. Mr. Duckworth said "don't give it another thought; I haven't heard anything about this meeting". I then specifically stated that "I don't want any negative repercussions or retaliation from Mr. H.I. Kim". Mr. Duckworth then again reassured me that "I had nothing to worry about and to forget about it and have a nice weekend".

Between the September 16, 2005 and my dinner meeting with Mr. Duckworth I had no further meetings with Mr. Kim or Mr. Ahn. A few weeks prior to that however, I met with Mr. Duckworth and reported among other things, about executive involved in sexual harassment and about misconduct with employees about safety issues because workers were not following safety policies and the discriminatory treatment given to American managers and workers who were treated less favorably than the Korean managers I am enclosing a copy of the minutes of that meeting.

On the 24<sup>th</sup> of October 2005 I phoned Mr. J.Y. Choi my peer as Director of Purchasing - Administration. I asked him what ever happened with the H.I. Kim Murakami situation. He said "nothing happened, it is done". I reminded him of his call to me the day of the meeting when he said "Rob, you and I may be going home early today". He and acknowledged the conversation. I asked him if he was or will be penalized in any way. He said nothing happened to him.

Please investigate these matters and get back to me. I have sacrificed much and worked hard for this company. Terminating me is unfair.

Sincerely,

Robert C. Cyrus C.P.M.

HMMA Director of Purchasing Parts Development

21  
3/11

0044

Nov 18 05 04:24p

Rob Cyns

334-215-1967

p.5

**CONFIDENTIAL**

Date: October 2, 2005

Subject: Murakami Manufacturing U.S.A. Inc. (MMUS), Quality Meeting

Date of Meeting: September 16, 2005 (Friday)

Time: 10:00 am

Location: HMMA Pearl Room

Attendees from MMUS: Mr. Toru Komatsu Senior Vice President  
Mr. Mark McDonald General Manager - Quality  
Mr. Glen Roberts General Manager - Sales

**ORIGINAL****Events of September 15/16, 2005**

On Thursday September 15, 2005 I was approached by Mr. B.D. ("Brian") Hwang, Manager - Parts Development, Exterior Plastics. Mr. Hwang has been with Hyundai for 11 years. Mr. Hwang stated Mr. H.I. Kim had requested Murakami to join the "quality review meeting" scheduled for the next morning at 10:00 am. I told Mr. Hwang I would support him and asked the main purpose of the meeting. He stated Q.C. has some serious concerns regarding cosmetic defects (scratches, buff marks and other damage). He specifically asked me as a Director to strongly defend the Supplier based on actual facts. He felt he could not speak freely to the C.O.O. since he is only at the level of Manager (This was a hierarchy issue, not personal). I told him I would gather the facts and take a neutral position in the meeting tomorrow.

On the morning of September 16, 2005 I went to investigate the situation prior to the meeting and arranged a pre-meeting with Murakami at 9:30 am to clearly understand their position. I spoke with actual HMMA team member who receives the Murakami parts line side and installs them. She stated "there really hasn't been much of any difficulty with the mirrors" and "the only thing that has been occurring is occasional severe gouges or scratches all the way down to the plastic raw material, not superficial light scratches". Meaning most of the defects identified at line side are handling issues from Glovis to HMMA, not Murakami in the vast majority of the cases.

4/21

0045

Nov 10 '08 09:20p

Rob Cyrus

334-215-1567

p.6

We started the pre-meeting around 9:30 am in the Quality Department. Attendees were:

Ms. Paula Gonzales	HMMA Parts Quality
Mr. B.D. Huang	Parts Development
Mr. Chris McClain	Parts Development
Mr. Rob Cyrus	Parts Development

Murakami brought in actual examples of the suspect parts. There were significant "gouge like" defects not likely to be shipped to any OEM customer, too obvious. Murakami explained they had visited Glovis this morning and observed how Glovis is removing the mirrors from the HMMA approved packaging and stacking them haphazardly in non-approved totes. This is where the deep gouging is taking place. The three mounting studs are contacting the mirror housing painted surfaces when handled in this fashion.

After the review we and Murakami attended the Quality Meeting hosted by Mr. H.I. Kim. Two suppliers were in attendance for this meeting (Murakami first, followed by Hwasan). Murakami brought defect samples and started to explain that these defects (gouges) were caused by handling issues between Glovis and HMMA based on their root cause analysis. This item was identified as the first discussion agenda item HMMA provided to Murakami (see attached). Mr. H.I. Kim seemed upset that Murakami was bringing up this topic and said via translator (Mr. Jason Chi) that he did not want to discuss this matter.

Murakami seemed a little taken aback. Why did they have three individuals come down to HMMA at significant time and cost and yet are not permitted to discuss and defend their position? HMMA QC wanted to charge back 163 minutes of down time to Murakami. This would equate to 163 minutes x \$843.50/minute (GA) = \$137,490.

The facts presented in the pre-meeting with HMMA Quality and Parts Development showed of the 282 mirrors returned as defective, 251 (89%) were good and acknowledged so by HMMA QC. The remaining 31 parts were either handling damage by Glovis or defects caused by Murakami's packaging format previously approved by HMMA Production Control in writing. Murakami also received parts returned from HMMA that had been dropped and run over by our tuggers and we were trying to charge them back.

Murakami and Parts Development attempted to intervene to clarify the facts with an open dialogue but Mr. H.I. Kim got visibly upset. He was yelling at various attendees and threw his papers on the table in disgust. He abruptly turned and walked out of room. All attendees were surprised, confused and felt uncomfortable.

5/21

0046



Nov 10 05 04:23p Rob Cyrus

334-215-1967

p.7

He later returned and we tried to continue with an open dialogue approach to allow for a fair and productive meeting. Mr. Glen Roberts from Murakami asked why they were asked to drop everything immediately and come down to HMMA at significant cost and time if no one will listen. He then held up two new mirror assemblies and struck them together to replicate the damage being seen at HMMA line side by Glovis mishandling issues.

We attempted to discuss this matter and the related cost impact again, Mr. H.I. Kim seemed even further infuriated and yelled very loudly at both HMMA team members and the supplier Murakami with other supplier present. He again left the room again without any discussion or reason and never returned even though we had another supplier that was to present (Hwasin).

I was later called by my colleague Mr. J.Y. Choi and informed that Mr. H.I. Kim was very upset with Mr. Choi and me based on the Murakami meeting. Mr. Choi told me "to leave my present meeting and join him at once, as he and I may have the rest of the day off" insinuating that we may be fired.

In addition I later learned that after our Murakami meeting that Mr. Jason Chi had a separate meeting with Murakami and told Mr. Glen Roberts to "shut up and sit down". He will address his comments to Mr. Komatsu. He told Mr. Komatsu that Mr. Roberts was to cancel his trip back today and insisted that he stay here at HMMA.

Attached for back up are my actual meeting notes from the 16<sup>th</sup>, along with the Agenda we sent Murakami and Murakami's presentation.

Please feel free to contact me if you have any questions or concerns.



Mr. Robert Cyrus  
Director of Parts Development

6/21

NOV 10 03 09:20P

MOO CYRUS

334-215-1967

pa

Weekly Parts Quality Review Meeting

2005. 9. 16.

HMMA QC Department

7/21

0048

Nov 10 10 44:20p Rob Cyrus

334-215-1557

p.3

## ■ Schedule and Structure of the Meeting

- ◆ When: 10:00 AM to 11:30 AM, Every Friday
- ◆ Where: Alabama Room (1<sup>st</sup> floor of GA shop office building)
- ◆ Chaired by: H. I. Kim, COO
- ◆ Attendees: B.G. Cho, Senior director of Manufacturing  
John Kalsen, Director of Manufacturing  
Simon Sung, Sr. Manger of Parts Development  
Rob Cyrus, Director of Parts Management  
Chuck Knowles, Manager of Parts Management  
Chris Susock, Sr. Manager of Quality Control  
Richard Chai, Sr. Manager of Line Inspection  
Dave Choi, Sr. Manager of GA shop  
Danny Seo, Sr. Manager of Parts Quality, and Related people
- ◆ Presenters: CEO, COO and Quality Manager of Supplier  
 Suppliers that caused line-stoppage at HMMA  
 Suppliers that caused major shipping and field Quality issues.
- ◆ Format: HMMA Corrective Action Request Form (Powerpoint format)  
 (Presentation file to be submitted to HMMA PQ one day in advance)
- ◆ Prepared by: Jason Chi, Parts Quality Manager

8/21

Nov 10 05 04:25p

Rob Cyrus

334-215-1967

p.10

# **Presentation Topics for the week of 9/16/2005**

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Lear	Seat	Rear head rest not locked, high effort	5 %	Quality Audit	15 Min.
		Seat back rubbing noise	1		
		Too much wrinkles and folds (Leather)	10 %		
Murakami	Outside mirror	Paint issues (Polishing mark, Crater, Scratches)		Downtime VPC Inspection	15 Min.
		Poor heat staking of inside bush nut (Wind noise)	2	Test track	
		Oil contamination (Crater)	100 %	Paint shop	15 Min.
Hwasin	Package tray panel	Stamping Split	6	Body shop	
		Subwoofer weldnuts misaligned	25	GA T3	
Dongwon	Door frame	Weld spatter	27	QA line	15 Min.
		Channel too wide at upper corner (Wind noise)	100 %	Test track	

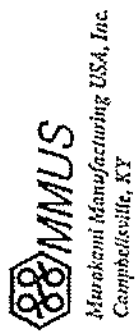
↑

9/21

Nov 10 05 04:26p Rob, Cyrus

334-215-1867 p.11

17



*NF Outer Mirror Assembly  
Countermeasure Report*

DATE REPORTED : 09/16/2005

10/21

0051



Nov 10 05 04:26p

Rob Cyrus

334-215-1967

p.12 -

## Buff Marks

### DESCRIPTION OF PROBLEM :

Parts with paint buff marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

Uncompleted buff finishing was performed under insufficient lightening (1,000 lux).

### COUNTERMEASURE :

- Additional lighting installed (2,500 lux) into buff area
- Lighting check sheet created
- Check before operation on 1<sup>st</sup> and 2<sup>nd</sup> shifts using lighting meter
- Lighting criteria : more than 2,500 lux
- Effective date : Sep 14, 2005

### METHOD OF COUNTERMEASURE EFFECT (RESULT) :

100 % Inspection of all assemblies prior to shipping to HMMA.

### REFLECTION TO NEW MODEL :

The countermeasure is included in CM process launched in April, 2006

27

11/21

0052

Nov 10 05 04:26p

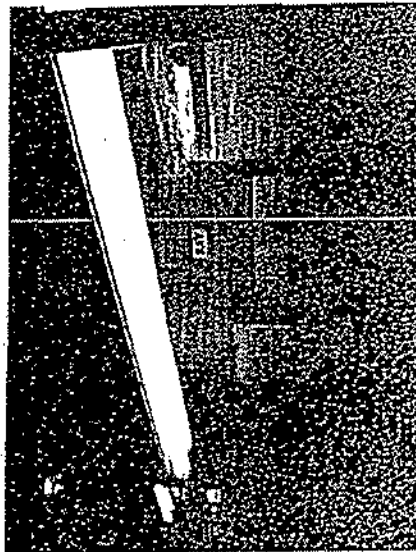
Rob Cyrus

334-2-5-1567

p.13

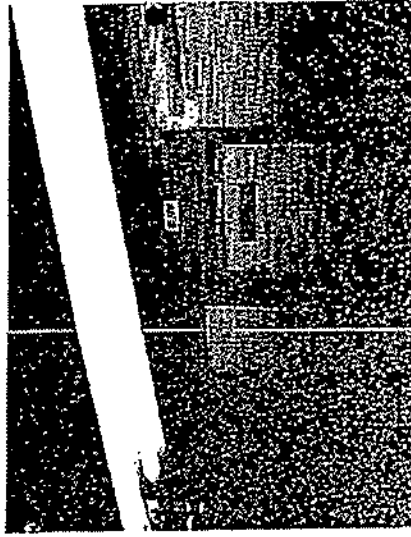
## Lighting Status

Before



1,000 Lux

After



2,500 Lux

37

12/21

0053

Nov 10 05 04:26p

Rob Cytus

334-215-1967

p.14

## Bag Marks

### DESCRIPTION OF PROBLEM :

Parts with paint bag marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

The paint bag mark is caused by protective bag being imprinted into the paint after leaving MMUS (dark colors only).

Root cause:

1. Insufficient paint cure time (2~4 hrs -- after EC change to Housing).
2. Container design (vertical position & rough dunnage).

### COUNTERMEASURES IMPLEMENTED :

- Stabilized curing time (7/25/05)
- New type of protective bag (8/7/05)
- Currently packaging all dark colors outside of the dunnage and protecting part with bubble wrap (extra time & cost).

### REFLECTION TO NEW MODEL :

For CM program, different type of part container / dunnage will be proposed.

13/21

0054

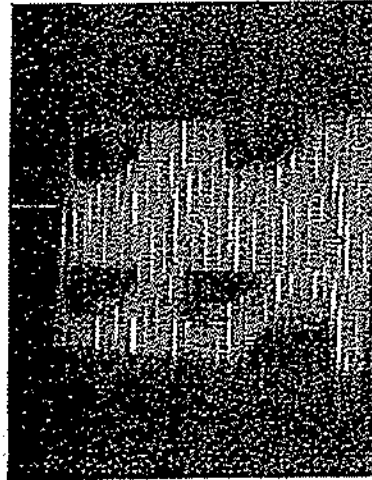
Nov 10 05 04:27p Rob Cyrus 334-216-1967 p.16

## Bag Mark

### Permanent countermeasure:

- Container & Dunnage should be modified.

Current NF Container & Dunnage



Container & Dunnage currently used by another customer



55

12/21

Nov 10 05 04:27p

Rob Cyrus

334-215-1967

p.15

## Poor Heat Staking of Inside Bush Nut

\* Root cause of non-conformance:

- 1) Machine malfunction 2) Miss-operation (human error)

\* Temporary Countermeasure :

- 1) Operator verification - Mark a Dot on cover-base to ensure the heat stake process is complete
  - First the operator at heat stake process marks a dot on cover-base after the process then the next operator verifies the heat stake condition is acceptable and marks the part ( on cover-base) (1<sup>st</sup> operator 8/15/05) (2<sup>nd</sup> / audit operator 9/15/05)
- 2) Machine check - Increased frequency of machine function check
  - Check 2 times a day ( start & end of shift) (9/14/05)

\* Permanent countermeasure :

- Heat Staking Process to be eliminated by introducing the elimination of Bracket and Bracket A (Engineering Change).

6/7

15/21



Nov 10'05 04:27p ... Rob Cyrus

334-215-1967

p.17

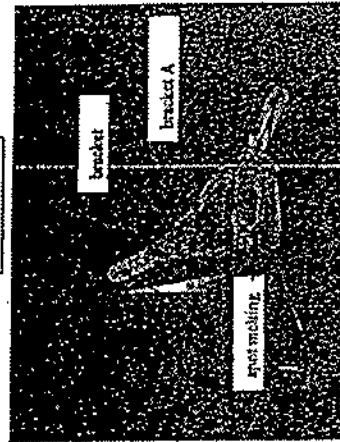
## Poor Heat Staking

### Permanent Countermeasure:

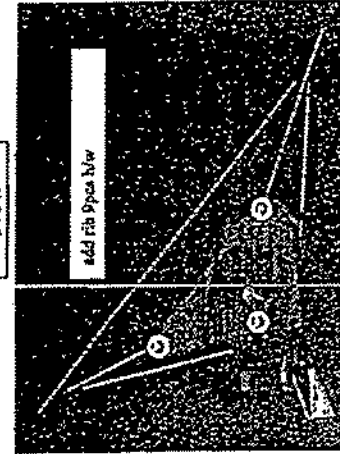
Engineering Change to eliminate heat staking process



Current



New



27

16/21

0057

Nov 10 05 04:28p

Rob Cyrus

334-215-1967

p.16

Page 1 of 2

**Cyrus, Robert C HMMA/Part Development**

From: McClain, Christopher C HMMA/Parts Development  
 Sent: Monday, October 03, 2005 9:50 AM  
 To: Cyrus, Robert C HMMA/Part Development  
 Subject: FW: C.O.O. Meeting Observation  
 Importance: High

FYI, you were copied too...

**Chris McClain**

Payer - Parts Development  
 Hyundai Motor Manufacturing Alabama, LLC  
 PHONE: (334) 387-8172  
 FAX: (334) 387-8298  
 Email: chrismcclain@hmmausa.com  
 www.hmmausa.com

**HYUNDAI****WARNING:**

The information contained in this communication is confidential, may be Hyundai-Supplier privileged, and is intended only for the addressee. Unauthorized use, disclosure, or copying of this communication or any part thereof is strictly prohibited and may be unlawful. If you receive this communication in error, please notify us immediately by return e-mail or by calling the number above, and destroy this communication and all copies thereof, including all attachments.

## -----Original Message-----

From: McClain, Christopher C HMMA/Parts Development  
 Sent: Friday, September 16, 2005 3:27 PM  
 To: Choi, Jung Yun HMMA/Parts Development  
 Cc: Cyrus, Robert C HMMA/Part Development  
 Subject: C.O.O. Meeting Observation

Hello Mr. Choi...below is a summary of what I observed in the meeting this morning:

- > Our mirror supplier, Murakami was called in and asked to do a short presentation regarding an issue that occurred earlier this week
- > Murakami had not received the parts in question to do root cause analysis and requested that they be allowed to attend next Friday's meeting
- > In an effort to comply with HMMA's request, the supplier's quality general manager, sales general manager and VP of manufacturing re-arranged their schedules to attend this meeting
- > After beginning the presentation, it became clear that Murakami would not be allowed to address the real cause of the rejected parts although they were listed on HMMA's agenda
- > Murakami personnel became upset that after driving 8 hours to be here, they were not being allowed to speak
- > Parts development staff attempted to explain the supplier's position, they were told that the meeting was not the place to discuss these issues.
- > The suppliers point of view is that if they were not to speak, there was not reason for them to come to HMMA on such short notice
- > Staff from other departments made negative non-factual comments about the supplier's parts...again, purchasing staff intervened in an attempt to stick to facts and be fair.
- > Neither purchasing, nor the supplier denies that there was an issue on a sample of parts, but the real

10/3/2005

17/21

0058

Nov.10 05:04:28p... Rob Cyrus.

334-215-1967

p.19  
Page 2 of 2

consensual root cause was not able to be discussed.

- At not time, were purchasing staff disrespectful during the meeting. They were trying to do the right thing by addressing real issues which was supposed to be the reason for having the meeting.

**Chris McClain**

*Buyer - Parts Development*

**Hyundai Motor Manufacturing Alabama, LLC**

PHONE (334) 387-8172

FAX (334) 387-8298

Email: [chrismcclain@hmmausa.com](mailto:chrismcclain@hmmausa.com)

[www.hmmausa.com](http://www.hmmausa.com)

**HYUNDAI** 

**WARNING:**

*The information contained in this communication is confidential, may be Hyundai-Supplier privileged, and is intended only for the addressee. Unauthorized use, disclosure, or copying of this communication or any part thereof is strictly prohibited and may be unlawful. If you receive this communication in error, please notify us immediately by return e-mail or by calling the number above, and destroy this communication and all copies thereof, including all attachments.*

10/3/2005

18 / 21

0059

Nov 10 05 04:25p

Rob Cyns

334-215-1967

p.20

Meeting with Mr. Duckworth,

## List of issues

- Supervisors were not familiar using SAP to record workers' overtime which will get annoyed. There shouldn't be any mistakes on the pay.
  - \* Extra help is required to entering those data.
- Communication with employee. Currently, there is no way to communicate with employees. It is very difficult to put people together in the meeting.
  - \* We need to invest some money to put CCTV in the plant, so the president can talk to workers at same time. Cafeteria is also good place. It is budgeted for 2006.
- Plant objectives. Employees do not understand plant objective other than making cars.
  - \* We need let workers know that objectives are more than building cars. Quality, quantity, and providing jobs to support their family are also objective. And those plant goal as well
- Executive management needs some strategic plan in coordinated operation.
- Bonus was budgeted but nothing paid other than blanket.
- Vehicle lease program
- Internal investigation will be done for wrong-doing on executive side. If the rumors (financial payment being made by supplier, or other sexual service may be provided) are true, the action must take now.
  - \* Mitsubishi lost 15 million dollar as well as company reputation over public. We must cut it really fast.
- Managements are not able to get approve regiment expenses. Mostly, it is turn down. This is showing the Company tried to limit the expense by cutting down the benefits.
- Holiday party plan. There was some concern that we may not have holiday party because of budget issue.
- Employee protection demand. There is impression that safety policy secondary in the plant. It is perception issue. To American workers some of the Korean workers are not following the policy even though Korean worker knows what he is doing and this gives impression that supervisor doesn't care about safety. UAW can attack on these issues.
- American manage complains that they have limited authority. They (Director, Senior Manager) say that their signature means nothing. One of the director

19/21

0060

Nov 10 05 04:28p

Rob Cyrus

334-215-1967

p.21

couldn't send out federal express mail with getting approval by Korean manager.

- We need to work on these

Hyundai Culture must be developed.

- We need to build sense of Unity.

Team unification.

- A team needs to work, think and eat together. They need spend more time together.

Family enrichment program.

- Family picture at the plant. Hyundai jacket, because in Alabama wearing cloth with where they belong is very important.

Plant friendly.

- We need to put benches around the plant, so workers can rest. Sports centers such as Softball field and basketball fields. Korean and/or American management must tell workers that we will do these after we make profit. Average workers don't understand when we are going to start making profits. UAW will use this to attack us.

Plus shot for all employees

- This shows workers that we care and it also helps good attendance.

Making productive place than fighting against UAW. If we just fight with UAW, we will just end up spending so much money.

- We need integrated program. Give confidence and direction to workers. Care the team member family. Care suppliers because UAW will attack because they are weaker. We must work together and get support from City and State. We need to show that we are here.

Majority can be solved we act soon. We are still in honeymoon period.

Food price is too high.

- We need to force vendors to keep price low.

Enforce rules equally.

- Workers don't understand if some Korean/American executive park inside of the plant.

Amount Money to invest.

- We need much to show that we care.

Salary is currently acceptable at least 2 - 3 years.

- Pay is the last reason for workers join the Union. Lack of simple programs such as family program is what force workers to join the Union.

Bonus is the name we want use. Appreciation is more proper work to use.

→ REALLY MAINLY FAIRLY!

20/21



Nov 10 05 04:28p

Rob Cynus

334-215-1967

p.22

- Workers don't understand if line is down because of robotic problem or any machinery problem.

- 401k.

- We need to meet current industry standard.

- Do it partially over the period of time.
- Mr. Ahn needs to be more visible to workers and all employees. He needs to become like father of the plant.
- Any negative issue must come from American management side. They must be able say. They need to have authority and responsibility. With strong responsibility, they must take care of their own people.
- HR must coordinate and all others such as HMA, HAC, Mobis, Glovis and etc.

21/21

0062

Concern	If Left Un-resolved	Recommended Solution
Control issues are creating an us and them environment	Will hinder the Positive Team Atmosphere that we are trying to create and will create more of an environment that could foster union mentality.	Evaluate and commit to understanding the root cause if. Lack of Trust. (Team Building) Recommend Coordinator roles instead of Direct Management
Opinions are not necessarily welcomed and when they are sought, they are typically not implemented or changed. When opinions are requested they are challenged as being wrong i.e. (Calls are made to Bankers, Vendors after things are decided and completed)	Team Members will be reluctant to give opinions or advice. Feelings from Team Members that they are not trusted	When Team Members present information we can not always challenge. We hired them for their expertise but do not allow them to use it or respect their talents
American Leadership feels that they are not well respected or supported or allowed to make decisions.	Team Members will avoid American Managers or go over their heads or worst will not share critical information to support the organization.	Create more Win/Win situations rather than adversarial Win/Lose. Be allowed to make decisions without fear of American managers to win sometime.
Team Members are frustrated that policies are still not in place. By not having policies it causes our management to be inconsistent from department to department.	Team Members believe others are being shown favoritism because of inconsistencies.	Approve all policies as soon as possible. So the handbook can be completed, printed, and distributed.
Approval process requires too many levels of approval. Once all approvals have been obtained another department has the authority to refuse.	Team Members impression is that HR is the sole decision maker. When we have made a decision and then another department says no they don't agree. The Team Members view us as unreliable.	We must support decisions that have been approved by our executives.



Korean Team Members are not sharing information about business plan.	Causes duplication of work. One department believes it is their responsibility to develop a program only to find out the responsibility is in another department.	Communicate clearly to all departments their area's of responsibility.
--	---	--



Hyundai Motor Manufacturing Alabama, LLC  
700 Hyundai Boulevard, Montgomery, AL 36105  
TEL: 334-387-8000 FAX: 334-387-8999  
www.hmmausa.com

October 24, 2005

Mr. Rob Cyrus

~~700 Hyundai Boulevard~~  
Montgomery, AL 36117

Dear Rob,

In order to ensure clear understanding of the employment differences between HMMA and yourself, as discussed in our business dinner of October 22, 2005, the following information will clarify actions necessary to resolve the issues which were raised.

- a. Prior to coming back to HMMA, you are directed to make an appointment to further discuss your issues of concern about your employment with HMMA. This appointment should be made with me through Nancy Powers at extension 8164. Please provide two days notice so that I can arrange my schedule.
- b. During your work absence from HMMA you are not to represent the company in any business negotiations or conduct any company business on behalf of HMMA
- c. Please note, until your employment relationship can be evaluated, your access card will be temporarily suspended. Please do not remove any items from HMMA premises until we complete further discussions concerning your employment status.
- d. During your absence, with appropriate medical documentation you will be on medical leave, at which time if because of my schedule we are unable to meet, you will be placed on administrative leave pending consideration and action by the company.

I believe my instructions to you are prudent and will seek to protect all parties in this matter from misunderstanding or mistake.

Sincerely,

A handwritten signature in cursive script, appearing to read 'M. Keith Duckworth', is written over a horizontal line.

M. Keith Duckworth  
Deputy President and Chief Administrative Officer

18



Hyundai Motor Manufacturing Alabama, LLC  
700 Hyundai Boulevard, Montgomery, AL 36105  
TEL: 334-387-8000 FAX: 334-387-8999  
www.hmmusa.com

**COPY**

Via Federal Express and Certified Mail, Return Receipt Requested

December 6, 2005

Mr. Rob Cyrus

Montgomery, AL 36117

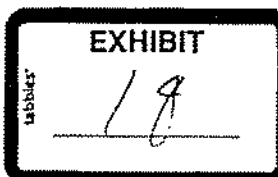
Dear Rob,

Hyundai Motor Manufacturing Alabama, LLC ("HMMA") is exercising its rights under Alabama's employment-at-will doctrine to end your employment with the company at the close of business on December 7, 2005. HMMA will pay your salary and furnish your company car through that date and continue your existing health insurance through December 31, 2005. As you know, your letter of engagement dated May 16, 2002 specifically states that your employment with HMMA is "at will" and may be terminated by either party at any time.

It is with regret that this action is necessary.

In order to help you transition to other employment or endeavors of your choice, HMMA is prepared to offer you a payment equal to twenty-four (24) weeks of your gross salary (minus appropriate legally-required state and federal deductions and tax withholdings) subject to your execution of the attached Separation Agreement and Release, and on the terms set forth therein. Additionally, HMMA will pay you a lump sum amount equal to the current amount of your health insurance premiums for a period of twenty-four (24) weeks. This offer will remain open (subject to the following paragraph) for 21 days in accordance with current law, but may be accepted prior to the expiration of that time. Additionally, by law, you have 7 days within which to revoke your acceptance.

Regardless of your decision, please be advised that HMMA will vigorously enforce the terms and provisions of the Confidentiality Agreement you executed on August 12, 2003, and will pursue its legal remedies in the event of any breach of that agreement. Any violations of that agreement that become known to HMMA prior to your acceptance of the Separation Agreement shall void this offer. Any violations of that agreement after your acceptance of the Separation Agreement shall entitle HMMA to recover any amounts paid to you thereunder.



CYRUS 829



As of the effective date of your separation from employment, you are no longer an authorized operator of HMMA's company-provided vehicle. Please make immediate arrangements to return your car to HMMA by contacting David Colmans in the Vehicle Services Department. Additionally, we will need to promptly collect from you all other HMMA-issued property.

You are encouraged to review this offer with legal counsel of your own choice and at your own expense. Should your legal counsel have questions about this matter, they should be addressed to Mr. Rick Neal, General Counsel, HMMA at 700 Hyundai Blvd, Montgomery, AL 36105, telephone 334-387-8043. If you have any questions, you may direct them to my attention.

I regret that your employment with HMMA was not in concert with your expectations but I sincerely wish you the greatest success in the future.

Sincerely,

A handwritten signature in dark ink, appearing to read "M. Keith Duckworth", is written over the typed name.

M. Keith Duckworth

Deputy President and Chief Executive Officer

November 6, 2005

Mr. Keith Duckworth  
HMMA Deputy President

Subject: Formal complaint for racial discrimination as written in HMMA policies  
HR-AL-HR-TR-S-00014 and HR-AL-HR-TR-S-00037.

Per your requested dinner meeting held with me on October 22, 2005 as you stated "to check on how I am doing (health wise), and to see if you could be of any help". I attended in good faith and actually brought my medical documentation for you to review. I had over 100 pages of documentation which you glanced at for maybe 30 seconds.

Upon my arrival at the restaurant City Grill I ran into Mr. Michael Hansford and his wife outside. They were surprised to see me as I had been mostly bed ridden of the past few weeks. They asked what I was doing here and I said Keith had requested a dinner with me to check to see if I was doing okay. Michel said he would like to meet Mr. Duckworth and joined us at our table maybe 10 minutes after I arrived. The discussions about my medical issues were sidelined until Mr. Hansford could excuse himself as I needed to talk with Keith about my ongoing medical problems.

While Mr. Hansford was present Keith asked about Mike's experience at HMMA. He went into some detail on his termination but then the remaining topics switched to "grilling" Mike I about what we knew about serious ongoing problems at HMMA. Specifically he asked us if [REDACTED] was still sleeping with [REDACTED]. [REDACTED] replied that he was [REDACTED]. I did not comment on this issue. Keith then asked about [REDACTED] with [REDACTED] and [REDACTED] [REDACTED] again said he had [REDACTED] knowledge of this activity. [REDACTED] apparently took place.

He asked us of other concerns he had heard of such as "kick-backs". We both said we had heard simply rumors about [REDACTED] with no concrete proof. The conversation initiated by Keith went on for some time. At this point I asked Mike to please excuse himself as I needed some time in private with Keith. Mike then left.

Out of the blue Mr. Duckworth said well "Rob the executive management at Hyundai is upset with you and we would like you to resign". I was flabbergasted. I said what? I don't understand I wasn't aware of any performance, demeanor or relationships issues. I told Keith as you may or may not be ware we have no review process for employee performance after three years with a Human Resources Director and full staff on board. I asked Keith specifically just who is "executive management". He said President Ahn, COO H.H. Kim and Rick Neal HMMA in-house General Council.

I told Keith President Ahn has only been at HMMA a few months and speaks very limited English. Our conversations have been "hello" in the hallways and bathroom. He



CYRUS 825

has never expressed any dissatisfaction with me directly or through any Korean colleagues. As far as Mr. H.I. Kim is concerned my only encounters with him have been in relation to issues with PPG's performance. We can go into excruciating detail on this topic when you wish.

The other quite astounding meeting with H.I. Kim was regarding his unreasonable demand for Murakami to come down to HMMA immediately from Lexington, Kentucky to address a perceived quality problem concerning their outside mirrors. The demanded date was September 16<sup>th</sup> at HMMA at 10:00 in the Pearl Room.

See my meeting minutes provided to President Ahn via Mr. H.J. Hyun.

As the meeting minutes clearly show Mr. H.I. Kim appeared to strangely enraged over our efforts to have the supplier Murakami address the quality concerns and related line stoppage. This was specifically what Murakami was asked to come down for. It was on the agenda for the meeting, all parties attending had copies and in fact H.I. Kim's department wrote the agenda and H.I. Kim proceeded over the meeting.

As my meeting minutes clearly and accurately indicate Mr. H.I. Kim became enraged at Murakami, Mr. J.Y Choi (Director of HMMA Purchasing) and apparently me (Director of HMMA Purchasing / Parts Development) for I could feel his anger even though he only barked in Korean. Mr. J.Y. Choi and I spoke as one voice with the same inflection to simply try to allow Murakami to make their presentation. As Mr. Choi and I later that afternoon discussed our surprised reaction from C.O.O. H.I. Kim to Mr. Jason (Jae Rok) Lee, Mr. J.Y. Choi said repeatedly stated in English to Jason in my presence that we (Purchasing), (Choi and Cyrus), did absolutely nothing wrong, Mr. Choi was very upset almost crying. We both spoke to H.I. Kim calmly and with respectfully.

Still on September 16<sup>th</sup> 2005 I receive a call from Mr. Choi approximately 1:30pm. He said that quote "Rob, you and I may be going home early today". I said what? He said H.I. Kim has gone to President Ahn to complain about the Murakami meeting. I said what? What for, he is the one that acted juvenile and unprofessional in his meeting. He said I know we did nothing wrong he (H.I. Kim), should actually apologize to HMMA staff and Murakami.

He told me to leave my present meeting in the plant and come to my desk immediately. I arrived back at my desk approximately 1:45pm. He said H.I. Kim has demanded that Mr. Choi and I write meeting minutes to cover what occurred in the Murakami meeting.

I asked why we had to write meeting minutes. There were 30+ people in the meeting along with the two suppliers, (Murakami and Hwashin), everyone knew what happened. I told him that I had many critical things to finish today and this seems like an unreasonable priority. In the three plus years I have been with Hyundai I had never has such a request.

At this point I went immediately to Mr. Keith Duckworth's office and met with him to discuss this greatly inflated issue. I explained in detail to Keith what had occurred in the meeting. He stated quote "don't worry about it. It's just the Korean's style". I said I don't want a black mark next to my name because of this meeting. He said quote "Again don't give it another thought; everyone knows your good standing at Hyundai". I specifically told him that this was a very hostile environment and was surprised that the now Third set of Executive management sent over from HMC was acting in such a non American type hostile fashion. He said again don't give it another thought your reputation and standing in the company were excellent. I then went back to my desk.

As I continued to work on my scheduled activities for that afternoon I was again called over to Mr. Choi's desk. H.J. Hyun then joined us. Choi now updated me and told me that H.I. Kim has now also phoned President Seo in Korea (HMC) to vent about this one meeting. I discussed this new escalating factor with Mr. Hyun my boss and Mr. Choi my peer. They both agreed fully that we acted in the proper fashion in the meeting and just let his anger try to blow over.

Now I am getting more concerned about this situation and how it appeared to be escalating out of reasonableness.

It was now late in the afternoon on the 16<sup>th</sup> (9/2005) and I again went over to see Mr. Duckworth. I explained the latest developments and my concern about H.I. Kim's wrath. Keith calmly said "again don't give it another thought; I haven't heard anything about this meeting". I then specifically stated that I don't want any negative repercussions or retaliation from H.I. Kim". Keith then again reassured me that I have nothing to worry about and to forget about it and have a nice weekend. I thanked Keith for his time.

This takes us back to my first paragraph and my surprise dinner requested by Mr. Keith Duckworth.

On the 24<sup>th</sup> of October 2005 I phoned Mr. J.Y. Choi my peer as Director of Purchasing - Administration. I asked him what ever happened with the H.I. Kim Murakami situation. He said "nothing happened, it is done". I reminded him of his call to me the day of the meeting when he said "Rob, you and I may be going home early today". He acknowledged the conversation. I asked him if he was or will be penalized in any way. He said "no, nothing happens to me, I don't mind about his opinion my boss is in head office (HMC). He said again nothing at all happened to me.

As a current employee of HMMA I wish to formally file a complaint about clear violations of HMMA's policies that protect employees based on race. I the American am asked to resign and my peer Mr. J.Y. Choi (Korean) has had absolutely no penalty, or been asked to resign.

Please follow up on this request to me formally in writing.

Sincerely,

Robert C. Cyrus C.P.M. HMMA Director of Purchasing Parts Development

<b>CHARGE OF DISCRIMINATION</b> This form is affected by the Privacy Act of 1974; see Privacy Act Statement on reverse before completing this form.		ENTER CHARGE NUMBER <input type="checkbox"/> FEPA <input checked="" type="checkbox"/> EEOC
NAME Robert C. Cyrus		HOME TELEPHONE NO. 334-215-1987
STREET ADDRESS 7000 Littlemore Loop	CITY, STATE AND ZIP CODE Montgomery, AL 36117	COUNTY Montgomery
NAMED IS THE EMPLOYER, LABOR ORGANIZATION, EMPLOYMENT AGENCY, APPRENTICESHIP COMMITTEE, STATE OR LOCAL GOVERNMENT AGENCY WHO DISCRIMINATED AGAINST ME (If more than one list below.)		
NAME Hyundai Motor Manufacturing Alabama LLC	NO. OF EMPLOYEES/MEMBERS SEVERAL HUNDRED 500 +	TELEPHONE NUMBER 334-267-0000
STREET ADDRESS 700 Hyundai Blvd., Montgomery, AL 36105		CITY, STATE AND ZIP CODE
CAUSE OF DISCRIMINATION BASED ON Race, National Origin and Retaliation		DATE MOST RECENT OR CONTINUING DISCRIMINATION TOOK PLACE 12/6/05
THE PARTICULARS ARE: <p>I am a white American. I was employed at HMMA. Prior to October 22, 2005, I had no problems in my position at HMMA. My position with HMMA was director of purchasing. In September I had met with Mr. Duckworth and reported issues of Koreans discriminating against Americans, sexual harassment and Koreans involved in workplace violence. I had no difficulty with anyone except on one occasion in September, 2005. I and my Korean counterpart Mr. J. Y. Choi went to a meeting where Mr. H. I. Kim became enraged at some visitors. Mr. J. Y. Choi, also director of purchasing at HMMA, but a Korean, and I both spoke to have Mr. Kim allow the visitor to make their presentation. Later that afternoon Mr. Choi told me in front of Mr. Lee, another Korean that we had done nothing wrong. Mr. Choi told me that Mr. Kim had gone to President Ahn, another Korean, complaining about the meeting. I then spoke with Mr. Duckworth, an American, who is Deputy President of HMMA. Mr. Duckworth assured me that I had nothing to worry about, it was just the Korean's style. He said my reputation and standing with the Company were excellent. However, on October 22, 2005, with nothing in the intervening period, Mr. Duckworth called me to a meeting away from work and asked me to turn in my resignation stating that President Ahn and Mr. Kim were upset with me and would like for me to resign. I asked Mr. Choi after this meeting with Mr. Duckworth, Mr. Choi said nothing happened to him. I wrote a letter to President Ahn, Mr. Duckworth, and Mr. Kim, the director of Human Resources of HMMA complaining about race discrimination on November 6, 2005. On December 6, 2005, I received a letter from Mr. Duckworth terminating my employment at HMMA. Between the time of my meeting with Mr. Duckworth on October 22, 2005, and my termination on December 6, 2005, I was not allowed to return to my regular duties. I believe that my termination was based on race and National Origin and that I am a American and a Korean, who did exactly what I did, was in the exact same position that I was, received no adverse employment action. Furthermore, the individual requesting my resignation were identified as the Korean President and Korean Chief Operating Officer of HMMA.</p>		
I will advise the agencies if I change my address or telephone number and I will cooperate fully with them in the processing of my charge in accordance with their procedures.		
I declare under penalty of perjury that the foregoing is true and correct. DATE March 21, 2006		ATTORNEY FOR THE CHARGING PARTY: Richard J. Stockham, III Stockham, Carroll & Smith, P.C. 2204 Lake Shore Drive, Suite 114 Birmingham, AL 35209 Telephone (205) 879-9854
Changing Party (Signature)		

Copy of EEOC FORM 5



0036



# Exhibit B

IN THE UNITED STATES DISTRICT COURT FOR  
THE MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION

ROBERT CYRUS,	)	
	)	
Plaintiff,	)	
	)	
vs.	)	Civil Action No.
	)	2:07-CV-144-ID
	)	
HYUNDAI MOTOR	)	
MANUFACTURING	)	
OF ALABAMA LLC,	)	
	)	
Defendant.	)	

DEPOSITION OF J. Y. CHOI

S T I P U L A T I O N S

IT IS STIPULATED AND AGREED,  
by and between the parties through

Page 2

1 their respective counsel, that the  
 2 deposition of J. Y. CHOI may be  
 3 taken before Sandra Peebles Daniel,  
 4 Commissioner, Notary Public, State  
 5 at Large, at the offices of MAYNARD  
 6 COOPER & GAYLE, PC, RSA UNION  
 7 BUILDING, 100 Union Street, Suite  
 8 650, Montgomery, Alabama, 36104, on  
 9 the 29th day of November, 2007,  
 10 beginning at approximately 2:45 p.m.  
 11 IT IS FURTHER STIPULATED AND  
 12 AGREED that the reading of and  
 13 signature to the deposition by the  
 14 witness is not waived, the  
 15 deposition to have the same force  
 16 and effect as if full compliance had  
 17 been had with all laws and rules of  
 18 Court relating to the taking of  
 19 depositions.  
 20 IT IS FURTHER STIPULATED AND  
 21 AGREED that it shall not be  
 22 necessary for any objections to be  
 23 made by counsel to any questions,

Page 3

1 except as to form or leading  
 2 questions, and that counsel for the  
 3 parties may make objections and  
 4 assign grounds at the time of the  
 5 trial, or at the time said  
 6 deposition is offered in evidence,  
 7 or prior thereto.  
 8 IT IS FURTHER STIPULATED AND  
 9 AGREED that notice of filing of the  
 10 deposition by the Commissioner is  
 11 waived.  
 12  
 13  
 14  
 15  
 16  
 17  
 18  
 19  
 20  
 21  
 22  
 23

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 13 McClain to Cyrus)  
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 22  
 23

Page 5

1 APPEARANCES  
 2  
 3 BEFORE:  
 4 Sandra Peebles Daniel,  
 5 Commissioner, Notary Public  
 6  
 7 FOR THE PLAINTIFF:  
 8 Mr. Richard J. Stockham  
 9 STOCKHAM, CARROLL & SMITH, P.C.  
 10 2204 Lakeshore Drive  
 11 Suite 114  
 12 Birmingham, Alabama 35209  
 13  
 14 FOR THE DEFENDANT:  
 15 Mr. Brian R. Bostick  
 16 OGLETREE, DEAKINS, NASH,  
 17 SMOAK & STEWART, P.C.  
 18 One Federal Place  
 19 Suite 1000  
 20 1819 5th Avenue North  
 21 Birmingham, Alabama 35203  
 22  
 23

Page 6

1 FOR THE DEFENDANT: (continued)  
 2 Mr. David Perry  
 3 MAYNARD COOPER & GAYLE, PC  
 4 1901 6th Avenue North  
 5 2400 Regions Harbert Plaza  
 6 Birmingham, Alabama 35203-2618  
 7  
 8 Ms. Myung Kim  
 9 OGLETREE DEAKINS NASH SMOAK &  
 10 STEWART  
 11 10 Madison Avenue  
 12 Suite 402  
 13 Morristown, New Jersey 07960  
 14  
 15 ALSO PRESENT:  
 16 Hyoun Joo Song (interpreter)  
 17 Raymond K. Kim (interpreter)  
 18 In Chul Kim  
 19 Chris Whitehead  
 20 Robert Cyrus  
 21  
 22  
 23

Page 7

1 I, Sandra Peebles Daniel, a  
 2 Court Reporter of Birmingham,  
 3 Alabama, Notary Public, State at  
 4 Large, acting as Commissioner,  
 5 certify that on this date, as  
 6 provided by Rule 30 of the Alabama  
 7 Rules of Civil Procedure, and the  
 8 foregoing stipulation of counsel,  
 9 there came before me at the offices  
 10 of MAYNARD COOPER & GAYLE, PC, RSA  
 11 UNION BUILDING, 100 Union Street,  
 12 Suite 650, Montgomery, Alabama,  
 13 36104, on the 29th day of November,  
 14 2007, at or about 2:45 p.m., J. Y.  
 15 CHOI, witness in the above cause,  
 16 for oral examination, whereupon the  
 17 following proceedings were had:  
 18  
 19 THE COURT REPORTER: Ms.  
 20 Song, you are still under oath. And  
 1 Mr. Kim, you are still under oath.  
 22 Usual stipulations?  
 23 MR. BOSTICK: With the read

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1 and sign  
 2  
 3 J. Y. CHOI, witness,  
 4 having first been duly sworn  
 5 through Interpreter Song, was  
 6 examined and testified as follows:  
 7  
 8 EXAMINATION BY MR. STOCKHAM:  
 9 Q. What's your name, please,  
 10 sir?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Jong Yun Choi.  
 15 Q. What is the English  
 16 spelling of your last name?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. C-h-o-i.  
 20 MS. SONG: C-h-o-i.  
 21 Q. What -- where do you live?  
 22 MS. SONG: (Translates  
 23 into Korean)

Page 9

1 A. (Witness speaks in Korean)  
 2 MS. SONG: Are you  
 3 referring to the company or my  
 4 house?  
 5 Q. I'm referring to where do  
 6 you live in Montgomery, Alabama.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: [REDACTED]  
 11 [REDACTED], Montgomery, Alabama  
 12 36117.  
 13 Q. Is that a house?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Yes.  
 18 Q. Now, do you live there  
 19 alone?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I live with my

Page 10

1 family.  
 2 Q. Who is that?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. My wife.  
 6 MS. SONG: My wife.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: My daughter.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: And a son.  
 11 Q. How old are your children?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: My daughter is  
 16 eighteen.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: My son is  
 19 fourteen years old.  
 20 Q. Where is your daughter in  
 21 school?  
 22 MS. SONG: (Translates  
 23 into Korean)

Page 11

1 A. Montgomery Academy.  
 2 MS. SONG: My daughter  
 3 goes to Montgomery Academy.  
 4 Q. Your son?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. Baldwin Academy.  
 8 MS. SONG: My son goes to  
 9 Baldwin Academy.  
 10 Q. Now, how old are you?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Forty-eight.  
 15 Q. And when was the first  
 16 time you came to the United States?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Are you asking  
 21 me when I was on business trip or  
 22 when I got stationed out here?  
 23 A. (Witness speaks in Korean)

Page 12

1 MS. SONG: First time  
 2 ever.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: In 1989.  
 7 Q. And how long did you come  
 8 in 1989?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: It's not  
 13 accurate but --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- about five  
 16 days.  
 17 Q. When was the next time?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Around 1991.  
 22 Q. And how long did he stay?  
 23 MS. SONG: (Translates

Page 13

1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: About five  
 4 days.  
 5 Q. When was the next time?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I was here on  
 10 business trips numerous times so I  
 11 cannot recall every time.  
 12 Q. How many business trips  
 13 did he -- has he made to the United  
 14 States?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: About fifteen  
 19 times.  
 20 Q. And how long were those  
 21 business trips on average?  
 22 MS. SONG: (Translates  
 23 into Korean)



Page 14

1 A. (Witness speaks in Korean)  
 2 MS. SONG: Five, six days.  
 3 Q. Before he moved to  
 4 Montgomery, Alabama has he ever  
 5 lived anywhere else in the United  
 6 States?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Yes.  
 11 Q. Where?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. Ann Arbor, Michigan.  
 15 MS. SONG: In Ann Arbor,  
 16 Michigan.  
 17 Q. How long did you live in  
 18 Ann Arbor?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Four years and  
 23 ten months.

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1 Q. When was that?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: From October of  
 6 1995 to --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: 2000, in  
 9 September.  
 10 Q. And did he live in the  
 11 United States any other time?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Including  
 16 Montgomery or --  
 17 Q. Yes.  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I have been  
 22 living here for two years and three  
 23 months.

Page 16

1 Q. And by living here, you  
 2 mean Montgomery?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Yes.  
 7 Q. So you came to Montgomery  
 8 when?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: 2005.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: On August 11.  
 15 Q. When you came in 2005 --  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 Q. -- where were you  
 19 immediately prior to that?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: In Seoul,

Page 17

1 Korea.  
 2 Q. Where -- what were you  
 3 doing in Seoul, Korea?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: I was the  
 8 manager of the department of  
 9 development for parts oversea at  
 10 Hyundai Motor Company.  
 11 Q. Is that purchasing?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 MR. RAYMOND KIM: (Speaks  
 15 in Korean)  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: No. Developing  
 20 parts.  
 21 Q. That's different from  
 22 Procurement?  
 23 MS. SONG: I'm sorry?

Page 18

1 Q. Is that different from  
2 procurement?  
3 MS. SONG: (Translates  
4 into Korean)  
5 MR. RAYMOND KIM: Same as  
6 purchasing. Procurement.  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: It's similar.  
11 A. (Witness speaks in Korean)  
12 MS. SONG: Purchasing is  
13 just buying.  
14 A. (Witness speaks in Korean)  
15 MS. SONG: And developing  
16 is --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: -- is making --  
19 manufacturing what I need.  
20 Q. Now, when you came to  
21 HMMA --  
22 MS. SONG: (Translates  
23 into Korean)

Page 19

1 Q. -- I noticed in one of the  
2 reports that you were in parts  
3 development.  
4 MS. SONG: (Translates  
5 into Korean)  
6 Q. Was that the same thing?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: Yes.  
11 Q. Now, before I go any  
12 further let me get some background  
13 information.  
14 MS. SONG: (Translates  
15 into Korean)  
16 Q. About your education,  
17 where did you go to college?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: I had gone to  
22 Konkuk University in Seoul, Korea.  
23 Q. What degree did you get?

Page 20

1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Bachelor's in  
5 electrical engineering.  
6 Q. Did you get any  
7 post-graduate education?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: No.  
12 Q. Are you on any medication  
13 today?  
14 MS. SONG: (Translates  
15 into Korean)  
16 A. (Witness speaks in Korean)  
17 MS. SONG: Yes.  
18 Q. What medication are you  
19 on?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: For high blood

Page 21

1 pressure.  
2 Q. Anything else?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Nothing else.  
7 Q. Have you ever testified in  
8 a deposition before?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: No.  
13 A. (Witness speaks in Korean)  
14 MS. SONG: This is my  
15 first time.  
16 Q. Have you ever given sworn  
17 testimony before?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: No.  
22 A. (Witness speaks in Korean)  
23 MS. SONG: This is my

Page 22

1 first time.  
 2 Q. Now, tell me what English  
 3 education you have had.  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: When I started  
 8 middle school --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- I took  
 11 English two hours a week at school.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: And then that  
 14 continued for the high school. So  
 15 six years altogether.  
 16 Q. Now, you speak English  
 17 somewhat, don't you?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Yes.  
 22 Q. And do you speak English  
 23 at work?

Page 23

1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I use both  
 5 Korean and English.  
 6 Q. And do you use English in  
 7 your daily life?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Yes, I use it.  
 12 Q. When you go to the store  
 13 do you use English?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Yes.  
 18 Q. And you can read the road  
 19 signs?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Yes.

Page 24

1 Q. I understand you -- we are  
 2 using the translator but do you  
 3 understand me directly?  
 4 MR. BOSTICK: Object to  
 5 the form.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: At times there  
 10 are places where I do not  
 11 understand you accurately. So --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: So I would have  
 14 peace of mind having an  
 15 interpreter.  
 16 Q. Now, what have you done to  
 17 prepare for your deposition here  
 18 today?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I reviewed the  
 23 statement that I wrote.

Page 25

1 Q. Anything else?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: No.  
 6 Q. Did you review any kind of  
 7 a video or film?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I have seen a  
 12 video.  
 13 Q. Was it in English?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Yes.  
 18 Q. And it described what the  
 19 process of a deposition was?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Yes.

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1 Q. Have you discussed with  
2 anyone in preparation for your  
3 deposition today other than your  
4 lawyer?

5 MS. SONG: (Translates  
6 into Korean)

7 A. (Witness speaks in Korean)

8 MS. SONG: No.

9 Q. Now, before you came to  
10 Montgomery --

11 MS. SONG: (Translates  
12 into Korean)

13 Q. -- you worked for Hyundai  
14 Motor Company in Korea; is that  
15 correct?

16 MS. SONG: (Translates  
17 into Korean)

18 A. (Witness speaks in Korean)

19 MS. SONG: Yes.

20 Q. What plant was that?

21 MS. SONG: (Translates  
22 into Korean)

23 A. (Witness speaks in Korean)

Page 28

1 development.

2 A. (Witness speaks in Korean)

3 MS. SONG: Four and a half  
4 years.

5 Q. And -- I'm sorry. I said  
6 product development. I meant parts  
7 development. That's different,  
8 isn't it?

9 MS. SONG: (Translates  
10 into Korean)

11 A. (Witness speaks in Korean)

12 MS. MYUNG KIM: (Speaks in  
13 Korean)

14 MS. SONG: (Translates  
15 into Korean)

16 MR. RAYMOND KIM: (Speaks  
17 in Korean)

18 MS. MYUNG KIM: (Speaks in  
19 Korean)

20 MS. SONG: (Speaks in  
21 Korean)

22 MS. MYUNG KIM: (Speaks in  
23 Korean)

Page 27

1 MS. SONG: It was the  
2 headquarters.

3 Q. And how long did you work  
4 at the headquarters?

5 MS. SONG: (Translates  
6 into Korean)

7 A. (Witness speaks in Korean)

8 MS. SONG: Are you  
9 referring to when I first became an  
10 employee?

11 Q. Well, when you were in the  
12 -- the last time you were in Korea  
13 before you came here your position  
14 was in the headquarters in the  
15 product development; is that  
16 correct?

17 MS. SONG: (Translates  
18 into Korean)

19 MS. MYUNG KIM: (Speaks in  
20 Korean)

1 MS. SONG: (Translates  
22 into Korean)

23 MR. CYRUS: Parts

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1 MS. SONG: Could you  
2 repeat the question one more time?

3 MR. STOCKHAM: Sure.

4 MS. SONG: I got confused.

5 Q. Parts development is  
6 different from product development,  
7 isn't it?

8 MS. SONG: (Translates  
9 into Korean)

10 A. (Witness speaks in Korean)

11 MS. SONG: Yes.

12 Q. And you were in parts  
13 development?

14 MS. SONG: (Translates  
15 into Korean)

16 A. (Witness speaks in Korean)

17 MS. SONG: Yes.

18 Q. And you were the person  
19 over that department at  
20 headquarters?

21 MS. SONG: (Translates  
22 into Korean)

23 A. (Witness speaks in Korean)

Page 30

1 MS. SONG: I was the  
2 leader for the team that does the  
3 parts development.  
4 Q. And who was your boss?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: Chon Han Kim  
9 A. (Witness speaks in Korean)  
10 MS. SONG: CEO?  
11 MR. RAYMOND KIM: No,  
12 director.  
13 MS. SONG: The director.  
14 Director. Thank you.  
15 Q. And what was his title?  
16 MS. SONG: (Translates  
17 into Korean)  
18 MR. BOSTICK: Whose?  
19 MR. RAYMOND KIM: (Speaks  
20 in Korean)  
21 MR. STOCKHAM: Kim Chon  
22 Han.  
23 MS. SONG: I'm sorry.

Page 31

1 Okay.  
2 (Translates into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Manager of  
5 purchasing from oversea.  
6 MR. RAYMOND KIM: Imports.  
7 MS. SONG: Imports.  
8 MR. RAYMOND KIM: Imported  
9 products.  
10 MS. MYUNG KIM: Imports  
11 purchase.  
12 MS. SONG: Import manager.  
13 MR. RAYMOND KIM: Imported  
14 products.  
15 MS. SONG: Imported  
16 purchases.  
17 Q. Were you a buyer?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: I was a team  
22 leader.  
23 Q. So you did not do

Page 32

1 purchasing?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: I'm sorry. I  
6 need clarification.  
7 (Speaks in Korean)  
8 THE WITNESS: (Speaks in  
9 Korean)  
10 MS. SONG: I have many  
11 buyers underneath me -- beneath me  
12 and I make the final decisions.  
13 Q. When you say you make the  
14 final decision do you actually do  
15 the purchasing or do you have your  
16 buyers who do the purchasing?  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: The buyers.  
21 Q. And your boss, who did he  
22 report to?  
23 MS. SONG: (Translates

Page 33

1 into Korean)  
2 A. (Witness speaks in Korean)  
3 MS. SONG: Han Soo Kim.  
4 MR. RAYMOND KIM: General  
5 manager.  
6 MS. SONG: General  
7 manager. Thank you.  
8 Q. Was he the head of the  
9 factory?  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: He worked at  
14 the headquarter so --  
15 A. (Witness speaks in Korean)  
16 MS. SONG: -- so it would  
17 be irrelevant to the factory.  
18 Q. As -- who did the general  
19 manager report to?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MR. RAYMOND KIM: (Speaks



Page 34

1 in Korean)  
 2 MS. SONG: Are you  
 3 referring to currently or at the  
 4 time when I was in -- I was at the  
 5 headquarters?  
 6 Q. When he was at the  
 7 headquarters.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 MR. RAYMOND KIM: (Speaks  
 11 in Korean)  
 12 A.. (Witness speaks in Korean)  
 13 MS. SONG: Chih Oon Kim.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Vice president.  
 16 Q. Now, how many years were  
 17 you the team leader in the parts  
 18 development?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Three years.  
 23 Q. And who decided that you

Page 35

1 were going to come to Alabama?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: The vice  
 6 president, Chih Oon Kim.  
 7 Q. And how did you find out  
 8 that you were going to come to  
 9 Alabama?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: Mr. Kim, the  
 14 vice president --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: -- called me --  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: -- and told me  
 19 to go to Alabama.  
 20 Q. Was that a promotion?  
 1 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

Page 36

1 MS. SONG: No.  
 2 Q. Now, when you went to  
 3 Alabama --  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 Q. Let me back up a second.  
 7 What is your current  
 8 position?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. Senior manager.  
 12 MS. SONG: I'm a senior  
 13 manager.  
 14 Q. And --  
 15 A. And head of department.  
 16 MS. SONG: And head of the  
 17 department.  
 18 Q. And what department is  
 19 that?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Part

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1 development at HMMA.  
 2 Q. And who is your boss?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Hyong Chu Hyun.  
 7 MR. RAYMOND KIM: (Speaks  
 8 in Korean)  
 9 MS. SONG: Another  
 10 director level?  
 11 MR. RAYMOND KIM: Managing  
 12 director.  
 13 MS. SONG: Managing  
 14 director.  
 15 THE WITNESS: Senior  
 16 director.  
 17 MS. SONG: Senior  
 18 director. Thank you.  
 19 Q. And what department is Mr.  
 20 Hyun over?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: He's at the  
2 research center for parts  
3 development at HMMA.  
4 Q. And who reports to you?  
5 Who are your -- who do you direct?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: Do you want me  
10 to name every single employee?  
11 Q. Are there many?  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. (Witness speaks in Korean)  
15 MS. SONG: We have  
16 somewhere between thirty and  
17 thirty-five.  
18 Q. How many of them are  
19 directly under you?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Are you

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1 including Koreans as well?  
2 Q. Including -- yes.  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Thirteen  
7 people.  
8 Q. And who are they?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: I'm to name  
13 names?  
14 Q. Yes.  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Sung Jin Choi  
19 -- Cho. Sorry.  
20 MR. RAYMOND KIM: Cho.  
21 MS. SONG: Cho?  
22 MR. RAMOND KIM: Uh-huh.  
23 MS. SONG: I'm sorry.

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1 There's two ways to say it. Sung  
2 Jin Cho --  
3 THE WITNESS: Sung Jin  
4 Cho.  
5 Q. Is that Steve Cho?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: His American  
10 name is Steve Cho, yes.  
11 Q. Who else?  
12 A. (Witness speaks in Korean)  
13 MS. SONG: Nak Hwan Kim.  
14 A. (Witness speaks in Korean)  
15 MS. SONG: Duk Kyo Chung.  
16 A. (Witness speaks in Korean)  
17 MS. SONG: Jae Hong Kim.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Yi Jae Yoon.  
20 A. (Witness speaks in Korean)  
21 MS. SONG: Hee Young Kim.  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Hyun Dal Hah.

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1 A. (Witness speaks in Korean)  
2 MS. SONG: Byun Tal Hwang.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Gyu Suk Lee.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Hung Min Ahn.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: Larry.  
9 A. (Witness speaks in Korean)  
10 Q. What's Larry's last name?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: Curry.  
15 A. C-u-r-r-y.  
16 MS. SONG: C-u-r-r-y.  
17 Q. Okay.  
18 A. Craig Lindeman.  
19 MS. SONG: Craig --  
20 A. Lindeman.  
21 MS. SONG: -- Lindeman.  
22 A. Dave Mark.  
23 MS. SONG: And then Dave

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1 Mark.  
 2 Q. And do I understand that  
 3 the remaining thirty-five are under  
 4 those individuals?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. And you said that you  
 10 report directly to Mr. Hyun?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes.  
 15 Q. Who does Mr. Hyun report  
 16 to?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Joo Soo Ahn for  
 21 HMMA.  
 22 Q. Is that the president?  
 23 MS. SONG: (Translates

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Are you  
 3 referring to the time line when Mr.  
 4 Cyrus did not quit the job yet?  
 5 Q. Yes.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: There may be  
 10 differences.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: When Rob Cyrus  
 13 was at the company --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- there was  
 16 Min Ho Li --  
 17 MR. RAYMOND KIM: General  
 18 manager.  
 19 MS. SONG: General  
 20 manager. Thank you. Who was the  
 21 general manager.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: And then there

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Yes.  
 4 Q. So he doesn't report to  
 5 any vice president, he reports  
 6 directly to the president?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Under our tree  
 11 of reporting system there is no  
 12 vice president.  
 13 Q. And the position where you  
 14 are -- in the placement you are is  
 15 exactly the position that Mr. Cyrus  
 16 was in before you, right?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Currently?  
 1 Q. Yes.  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 were senior manager underneath him.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: But for me --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- I don't know  
 6 the exact position he was in in  
 7 relation to the senior managers  
 8 when Mr. Rob wasn't at the company.  
 9 Q. Well, Mr. Cyrus was  
 10 directly under Mr. Hyun, was he  
 11 not?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: It was not only  
 16 Mr. Cyrus who was directly  
 17 underneath Mr. Hyun.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: There were  
 20 several Korean senior managers as  
 21 well.  
 22 Q. Who else was under Mr.  
 23 Hyun?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Wan Gi Yang.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: That's what I  
7 remember, I tell you.  
8 Q. And you were under Mr.  
9 Hyun, were you not?  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: When I came  
14 over to United States I was under  
15 Mr. Hyun.  
16 Q. And that was in August,  
17 right?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: Yes.  
22 Q. Now, did you report to  
23 anyone back into -- in Korea when

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1 MS. MYUNG KIM: (Speaks in  
2 Korean)  
3 THE WITNESS: (Speaks in  
4 Korean) Senior manager.  
5 MR. RAYMOND KIM: Senior  
6 manager.  
7 MS. SONG: Senior manager?  
8 Okay. Senior manager.  
9 A. (Witness speaks in Korean)  
10 MS. SONG: Tae Ho Ro --  
11 director?  
12 MR. RAYMOND KIM: He's the  
13 director.  
14 MS. SONG: Director.  
15 MR. RAYMOND KIM: He's the  
16 director.  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Seung Hwan Ko  
19 -- general director?  
20 MR. RAYMOND KIM: General  
21 manager.  
22 MS. SONG: General  
23 manager. General manager.

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1 you were working for HMMA?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: Yes.  
6 Q. Who did you report to in  
7 Korea?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: Do you want me  
12 to include all names?  
13 Q. Yes.  
14 MS. SONG: (Translates  
15 into Korean)  
16 A. (Witness speaks in Korean)  
17 MS. SONG: Chan Joo Cho --  
18 MR. RAYMOND KIM: (Speaks  
19 in Korean)  
20 MS. MYUNG KIM: (Speaks in  
21 Korean)  
22 MR. RAYMOND KIM: Division  
23 head or division manager.

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1 A. (Witness speaks in Korean)  
2 MS. SONG: Seung Yeon Kim,  
3 vice president.  
4 Q. Anyone else?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: Majority of the  
9 issues I would report to these  
10 people.  
11 Q. And what company do they  
12 work for?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Working for  
17 Hyundai Motors.  
18 Q. So you work both for HMMA  
19 and Hyundai Motors?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Yes.



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1 Q. Who pays your salary?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: HMMA pays  
 6 salary.  
 7 Q. And how often do you  
 8 report to Seoul?  
 9 MR. BOSTICK: Object to  
 10 the form.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Unless there is  
 13 any particular issue that needed to  
 14 be reported I normally do once a  
 15 week.  
 16 Q. And has that always been  
 17 the case since you came to Alabama?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Yes.  
 22 Q. And do you report by  
 23 telephone or by e-mail? How do you

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1 off-the-record  
 2 discussion was held.)  
 3 Q. (By Mr. Stockham) Do you  
 4 have a recollection of the meeting?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. Prior to the meeting --  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 Q. -- did you have a meeting  
 13 with anybody?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: No.  
 18 Q. When did you find out  
 19 about the meeting?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Before

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1 report?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Both. I use  
 6 both.  
 7 Q. And who do you usually  
 8 make your report to?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Chan Joo Cho,  
 13 senior manager.  
 14 Q. Now, I want to ask you  
 15 about the meeting on September  
 16 16th, 2005.  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 MR. STOCKHAM: But before  
 20 I do -- you said you had a --  
 1 MR. BOSTICK: Go off the  
 22 record?  
 23 (Whereupon, an

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1 attending the meeting?  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: There is going  
 4 to be a meeting so --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- I was  
 7 informed that I needed to be there.  
 8 Q. How long before the  
 9 meeting were you informed that you  
 10 had to be there?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Approximately  
 15 forty minutes beforehand.  
 16 Q. Who told you?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Byung Tal  
 21 Hwang, manager underneath me.  
 22 Q. What did he tell you?  
 23 MS. SONG: (Translates



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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: That there is  
 4 going to be a meeting on the  
 5 quality control.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: He said, let's  
 8 go.  
 9 Q. What is his American name?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. Brian Hwang.  
 13 MS. SONG: Brian Hwang.  
 14 Q. And let me ask you. The  
 15 night before this meeting there was  
 16 a team building bowling event. Did  
 17 you attend that?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I don't  
 22 remember.  
 23 Q. Before you attended this

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1 MR. BOSTICK: Object to  
 2 the form.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: On the way to  
 7 the meeting room.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: We walked side  
 10 by side.  
 11 Q. And before you got to the  
 12 meeting did you know what the  
 13 meeting was about?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Not in details,  
 18 no, I did not.  
 19 Q. Did you have an agenda for  
 20 the meeting?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 meeting --  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. -- on September 16th --  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 Q. -- did you have any  
 8 conversation with anyone other than  
 9 Brian?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: Yes, there is.  
 14 Q. Who?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. Rob Cyrus.  
 18 MS. SONG: Rob Cyrus.  
 19 Q. Anyone else?  
 20 A. (Witness speaks in Korean)  
 1 MS. SONG: No.  
 22 Q. And where was your meeting  
 23 with Rob Cyrus?

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1 MS. SONG: No, I did not.  
 2 Q. Did you have a general  
 3 idea about what the meeting was  
 4 about?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes. It was  
 9 regarding the quality control.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: That the  
 12 suppliers were to come.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: So that -- in  
 15 order to prevent the problems from  
 16 occurring again.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: It was  
 19 presentation for that purpose.  
 20 Q. Was this the first meeting  
 21 that you are aware of of this kind?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Yes.  
 3 Q. And who attended this  
 4 meeting from your department?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Myself.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Rob Cyrus.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Brian -- Hwang?  
 13 A. Yeah, Hwang.  
 14 MS. SONG: Brian Hwang.  
 15 A. Chris McClain.  
 16 MS. SONG: Chris McClain.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I remember that  
 19 these people went there together.  
 20 Q. And you all walked over  
 21 together?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: When you say,  
 3 walk together, are you referring to  
 4 walking together, together like  
 5 that?  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Just -- I mean,  
 8 we were, you know, walking one, you  
 9 know, beforehand and one following  
 10 and so forth.  
 11 Q. Did you all begin at one  
 12 place and end up at the same place?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Yes.  
 17 Q. Did you have any  
 18 conversation while you were  
 19 walking?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: With who?

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1 Q. With anyone.  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I remember that  
 6 I was talking to Brian Hwang.  
 7 Q. What was he saying?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: That Murakami  
 12 had short notice to attend the  
 13 meeting, at last minute.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: That the supply  
 16 had a lot of scratches on them.  
 17 Q. Anything else?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: That's all.  
 22 Q. Did Brian tell you to talk  
 23 strongly to Mr. Kim to be fair to

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1 the supplier?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Regarding the  
 6 scratch issue or problem?  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: It --  
 9 MS. MYUNG KIM: (Speaks in  
 10 Korean)  
 11 THE WITNESS: (Speaks in  
 12 Korean)  
 13 MS. SONG: Brian Hwang  
 14 said to me that for the scratch  
 15 problem you can't hold Murakami for  
 16 their --  
 17 MS. MYUNG KIM: Causing  
 18 the --  
 19 MS. SONG: -- faults or  
 20 causes.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: That it wasn't  
 23 Murakami's fault.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: But they claim  
 3 -- or it is claimed that Murakami  
 4 is at fault. So --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: So if it is  
 7 mentioned --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: That whenever  
 10 it's mentioned about Murakami then  
 11 it needs to be piggybacked or  
 12 helped.  
 13 MS. MYUNG KIM: So if it  
 14 is mentioned during the meeting  
 15 that the Murakami is blamed for the  
 16 fault they didn't cause then Mr.  
 17 Hwang suggested we should explain  
 18 Murakami's position a little.  
 19 MR. STOCKHAM: Is that  
 20 accurate?  
 21 MR. RAYMOND KIM: Yes.  
 22 Q. (By Mr. Stockham) Did he  
 23 say anything else?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: No.  
 5 Q. Did you talk with Mr. Rob  
 6 Cyrus about this?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Yes.  
 11 Q. What did you say to Mr.  
 12 Cyrus?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: That I said to  
 17 Mr. Cyrus --  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: -- regarding  
 20 the scratch problem --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: -- if they  
 23 blame Murakami for the fault or

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1 cause --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- that  
 4 Murakami's opinion needs to be  
 5 supported.  
 6 Q. What did Mr. Cyrus say to  
 7 you?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: He said, let's  
 12 do it.  
 13 Q. Did you discuss with  
 14 anyone in that group that there had  
 15 been a pre-meeting?  
 16 MS. SONG: I'm sorry?  
 17 Q. That there had been a  
 18 pre-meeting.  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: No.  
 23 Q. Now, who is Mr. Kim?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 MR. BOSTICK: Object to  
 4 the form.  
 5 MS. MYUNG KIM: Which Mr.  
 6 Kim?  
 7 MR. BOSTICK: That's  
 8 probably --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: There is a lot  
 11 of Kims.  
 12 Q. In the meeting on the 20  
 13 -- on September the 16th, 2005 --  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 Q. -- were there more than  
 17 one Mr. Kim?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I don't  
 22 remember everyone who were there.  
 23 Q. Well, do you remember H.I.

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1 Kim being in that meeting?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Yes.  
 6 Q. Do you remember any other  
 7 Mr. Kim being in that meeting?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I don't recall.  
 12 Q. Were you the only Mr. Choi  
 13 in that meeting?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I don't know.  
 18 Q. How many people were in  
 19 the meeting?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Twenty-five to

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1 thirty people.  
 2 Q. You've told me about the  
 3 four people who were in your  
 4 department.  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 Q. Who were the other people?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: As far as I  
 13 remember --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- because at  
 16 that time I hadn't been in the  
 17 company for long time.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: So I don't know  
 20 -- I didn't know that many people  
 21 back then.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I knew that

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1 H.I. Kim was the head of the  
 2 factory at HMMA.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: And across from  
 5 me there was Myung Su Sah and he  
 6 was senior manager.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: And there was  
 9 also a Seung Do Park, also a senior  
 10 manager.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: And there was  
 13 one Japanese person representing  
 14 Murakami.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: And then two  
 17 American people from Murakami.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: And the rest  
 20 people -- rest of them, I didn't  
 21 know who they were.  
 22 Q. Now, when you arrived were  
 23 you given an agenda for the

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1 meeting?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: It was on  
 6 projection.  
 7 Q. I show you what has been  
 8 marked Number One.  
 9 (Whereupon, an  
 10 off-the-record  
 11 discussion was held.)  
 12 Q. (By Mr. Stockham) I show  
 13 you what was marked as Exhibit One  
 14 to the deposition of Mr. --  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 Q. -- Mr. Kim. I'll ask you  
 18 if you have seen that document.  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Yes. It was  
 23 the agenda.



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1 Q. So -- and this was also  
2 projected up on the screen?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Yes.  
7 Q. And this document shows  
8 that the Murakami meeting and then  
9 there was a Hwashin meeting; is  
10 that correct?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: They were all  
15 present at the same place or same  
16 time.  
17 Q. So the individuals from  
18 Murakami and the individuals from  
19 Hwashin were all there?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Yes, they were

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1 all present.  
2 MR. BOSTICK: Richard, can  
3 we take a quick break when you get  
4 to a stopping point?  
5 MR. STOCKHAM: Yeah. I'll  
6 be there in a minute.  
7 MR. BOSTICK: Okay. Thank  
8 you.  
9 Q. (By Mr. Stockham) And the  
10 -- it says the supplier name. And  
11 then it's got the part name. And  
12 then the non-conformity -- this is  
13 the -- these are the headings; is  
14 that correct?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Yes.  
19 Q. Were you given a hard copy  
20 of this when you got to the  
21 meeting?  
22 MS. SONG: (Translates  
23 into Korean)

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1 A. (Witness speaks in Korean)  
2 MS. SONG: No.  
3 Q. Were there hard copies on  
4 the table in front of people?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: I don't  
9 remember.  
10 A. (Witness speaks in Korean)  
11 MS. SONG: I want to say,  
12 no, there was none.  
13 MS. MYUNG KIM: He said, I  
14 didn't have it.  
15 MS. SONG: I'm sorry?  
16 MS. MYUNG KIM: I don't  
17 remember but I didn't have it.  
18 MS. SONG: Could you say  
19 it one more time?  
20 THE WITNESS: Yes.  
21 MS. SONG: (Speaks in  
22 Korean)  
23 A. (Witness speaks in Korean)

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1 MS. SONG: I don't  
2 remember clearly but --  
3 A. (Witness speaks in Korean)  
4 MS. SONG: -- but I didn't  
5 have one.  
6 Q. (By Mr. Stockham) Now,  
7 the -- it lists under paint issues,  
8 polishing marks, crater and  
9 scratches.  
10 MS. SONG: (Translates  
11 into Korean) Crater. I'm sorry.  
12 I don't know what the crater is.  
13 MR. RAYMOND KIM: (Speaks  
14 in Korean)  
15 MS. SONG: (Speaks in  
16 Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: So those were  
19 the issues, yes.  
20 Q. And the next thing under  
21 the issue type it says, downtime  
22 door line.  
23 MS. SONG: (Translates



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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Yes.  
 4 Q. Were these the things that  
 5 you were told were going to be the  
 6 issues before you got to the  
 7 meeting?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: No.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: No, I saw it  
 14 for the first time when I got  
 15 there.  
 16 Q. Well, the scratches were  
 17 what you had been told about by Mr.  
 18 Brian before --  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 Q. -- wasn't it?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Yes, I did hear  
 3 it from Brian. But --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: But I have  
 6 never heard that they would lay it  
 7 out like this.  
 8 Q. So when you got to the  
 9 meeting that was the first time you  
 10 saw all three of those things?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Yes.  
 18 Q. And all of these things  
 19 refer to the downtime on the door  
 20 line?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 MS. MYUNG KIM: (Speaks in

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1 Korean)  
 2 MS. SONG: (Speaks in  
 3 Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Yes.  
 6 MR. STOCKHAM: Okay. I  
 7 think that we are -- we can take a  
 8 brief break.  
 9 (Whereupon, a brief  
 10 recess was taken in  
 11 the deposition.)  
 12 MR. STOCKHAM: Mark this  
 13 as the first exhibit.  
 14 (Whereupon, Plaintiff's  
 15 Exhibit One  
 16 was marked for  
 17 identification.)  
 18 Q. (By Mr. Stockham) Mr.  
 19 Choi --  
 20 MR. STOCKHAM: I don't  
 21 have the --  
 22 MR. BOSTICK: What's the  
 23 Bates number on it?

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1 MR. STOCKHAM: It's 252.  
 2 (Whereupon, an  
 3 off-the-record  
 4 discussion was held.)  
 5 Q. (By Mr. Stockham) Mr.  
 6 Choi, I show you what's marked  
 7 Exhibit One.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 Q. Did you write this?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes.  
 15 Q. For purposes of expediting  
 16 this can you translate that for the  
 17 record? Just read what it says  
 18 into the record.  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: September 16th.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Incident during  
2 the Murakami meeting.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Number one.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Date.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: September 16th,  
9 ten o'clock and --  
10 A. (Witness speaks in Korean)  
11 MS. SONG: -- number two.  
12 A. (Witness speaks in Korean)  
13 MS. SONG: Circumstances  
14 during the meeting.  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Substair number  
17 one.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Early stage of  
20 meeting.  
21 A. (Witness speaks in Korean)  
22 MS. SONG: Between  
23 September 1st and September 13th --

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1 A. (Witness speaks in Korean)  
2 MS. SONG: Number three.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Murakami made a  
5 presentation regarding the buff and  
6 bag mark in order to -- a plan to  
7 remodel or renew the buff and bag  
8 mark. And as well as address the  
9 issue of NF container, which were  
10 currently in use.  
11 A. (Witness speaks in Korean)  
12 MS. SONG: They explained  
13 -- with the photographs to explain  
14 the current container as MPL, which  
15 is currently in use, along with  
16 other suppliers' container to show  
17 the differences.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Starting with  
20 CM --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: -- they used  
23 the container in the format of --

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1 A. (Witness speaks in Korean)  
2 MS. SONG: -- regarding  
3 the situation with the quality  
4 control from suppliers.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: There was  
7 preliminary meeting from the  
8 quality control department of --  
9 MS. MYUNG KIM: That's a  
10 preliminary explanation, not  
11 meeting.  
12 MS. SONG: Oh, okay.  
13 Preliminary explanation from  
14 quality control department of HMMA:  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Small number  
17 two.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: With the first  
20 presentation from Murakami --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: -- the meeting  
23 started.

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1 form of pallet.  
2 A. (Witness speaks in Korean)  
3 MS. SONG: And reported  
4 the preliminary explanation or  
5 discussion regarding the aspect of  
6 the container from Glovis that  
7 morning.  
8 A. (Witness speaks in Korean)  
9 MS. SONG: During the  
10 presentation from the supplier --  
11 A. (Witness speaks in Korean)  
12 MS. SONG: -- Rob Cyrus --  
13 A. (Witness speaks in Korean)  
14 MS. SONG: -- among the  
15 defected goods that had been  
16 returned to the suppliers --  
17 A. (Witness speaks in Korean)  
18 MS. MYUNG KIM: (Speaks in  
19 Korean)  
20 MS. SONG: (Speaks in  
21 Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Rob Cyrus

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1 complained using the photograph  
 2 that was presented from the  
 3 supplier in order to explain that  
 4 there had been defected goods  
 5 caused by the turnover of the  
 6 forklifter which were currently  
 7 used by Glovis.  
 8 MS. MYUNG KIM: Among.  
 9 MS. SONG: Among the  
 10 returned goods.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Therefore --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- Mr. Kim --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: -- through the  
 17 translator --  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Mr. Kim ordered  
 20 for the first time that we are not  
 21 to mention what was outside of the  
 22 meeting's topic for that day.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Mr. Kim --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Mr. Kim  
 4 additionally asked questions to  
 5 Murakami how long they had been  
 6 manufacturing the mirrors, which  
 7 were sixty years. And also asked  
 8 where they supplied them to. And  
 9 the answer to that would be Toyota,  
 10 Numi (phonetic spelling), Nissan.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I'm sorry.  
 13 What's (Korean phrase)?  
 14 MR. RAYMOND KIM: It's a  
 15 coating. Coating.  
 16 MS. SONG: Coating? Oh,  
 17 okay.  
 18 Did you now find out that  
 19 we were to increase --  
 20 MS. MYUNG KIM: Now  
 21 realize that --  
 22 MS. SONG: I'm sorry. Did  
 23 you realize that now we need to

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1 increase the curing time for  
 2 coating?  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Why did you  
 5 wait until now to increase the  
 6 brightness of the packing place --  
 7 packing premise from thousand lucs  
 8 to twenty-five hundred lucs?  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: It was scolded  
 11 that you could supply the decent  
 12 quality to other companies and it  
 13 is okay to supply the defected  
 14 goods to HMMA, that you should no  
 15 longer think that way.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: At that time  
 18 Rob Cyrus --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- he -- Rob  
 21 Cyrus mentioned that there has been  
 22 a request that was caused last  
 23 Tuesday --

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1 MS. MYUNG KIM: Or claim,  
 2 not --  
 3 MS. SONG: -- this past --  
 4 MS. MYUNG KIM: You said,  
 5 request?  
 6 MS. SONG: Request. Did I  
 7 say claim?  
 8 MS. MYUNG KIM: Claim was  
 9 submitted. Yeah, it --  
 10 MS. SONG: Claim was  
 11 submitted?  
 12 MS. MYUNG KIM: Yeah, I  
 13 think that's the right --  
 14 MR. STOCKHAM: Is that  
 15 correct, claim was submitted --  
 16 MS. SONG: (Speaks in  
 17 Korean)  
 18 MR. STOCKHAM: -- Mr. Kim?  
 19 MR. RAYMOND KIM: Yeah.  
 20 MS. MYUNG KIM: Claim was  
 21 submitted.  
 22 MS. SONG: Okay.  
 23 MS. MYUNG KIM: Due to --

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1 MS. SONG: Due to the --  
 2 MR. RAYMOND KIM: Which is  
 3 the same as requested.  
 4 MR. STOCKHAM: Okay.  
 5 MS. SONG: Because of the  
 6 defect that was happened last --  
 7 past Tuesday, that two hundred --  
 8 MS. MYUNG KIM: Due to --  
 9 MS. SONG: -- minutes  
 10 worth of --  
 11 MR. STOCKHAM: I'm going  
 12 to object. If you have --  
 13 MS. MYUNG KIM: Sorry.  
 14 MR. STOCKHAM: -- a  
 15 problem with her translation raise  
 16 your hand about it.  
 17 MS. MYUNG KIM: Okay.  
 18 MR. STOCKHAM: You're  
 19 translating for her and that's  
 20 not --  
 21 MR. BOSTICK: Right. I  
 22 agree.  
 23 MS. MYUNG KIM: All right.

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1 MS. SONG: That two  
 2 hundred minutes worth of I-i-I-e  
 3 stop claim was made.  
 4 MR. CYRUS: That's line.  
 5 MR. RAYMOND KIM: It's  
 6 just a misspelling of, line.  
 7 MS. SONG: Line. Oh,  
 8 okay.  
 9 MS. MYUNG KIM: You're  
 10 omitting (Korean phrase). You  
 11 didn't translate the part.  
 12 MS. SONG: Because of the  
 13 defect that was caused last -- or  
 14 past Tuesday.  
 15 MR. CYRUS: He needs to  
 16 verify it.  
 17 A. (Witness speaks in Korean)  
 18 Q. (By Mr. Stockham) Hold  
 19 on. Before you go any further  
 20 let's try that again. Because that  
 21 was a --  
 22 MR. BOSTICK: Yeah.  
 23 Q. -- sort of a --

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1 MR. BOSTICK: Right.  
 2 Q. -- mucked up answer.  
 3 Number nine.  
 4 MS. SONG: Okay.  
 5 Q. Would you --  
 6 MS. SONG: Okay. I'll  
 7 try.  
 8 Q. And --  
 9 MS. SONG: At that time  
 10 Rob Cyrus mentioned that claim has  
 11 been submitted due -- because of  
 12 the defect that had been caused  
 13 past Tuesday, that two hundred  
 14 minutes worth of line stopped.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: That the major  
 17 issue was not buff mark but it's  
 18 scratch issue.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: That he  
 21 addressed the problem of Glovis  
 22 handling, the procedure, and the  
 23 problem of welding QL -- welding

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1 called QLS at Glovis.  
 2 MS. MYUNG KIM: No,  
 3 sub-contractors.  
 4 MR. RAYMOND KIM: No.  
 5 MS. SONG: Sub-contractor?  
 6 MR. RAYMOND KIM: (Speaks  
 7 in Korean)  
 8 MS. MYUNG KIM: (Speaks in  
 9 Korean)  
 10 MS. SONG: Okay.  
 11 MR. RAYMOND KIM: (Korean  
 12 phrase) is sub-contractor.  
 13 MS. SONG: Sub-contractor.  
 14 I'm sorry.  
 15 MS. MYUNG KIM: Can you  
 16 repeat that?  
 17 MS. SONG: That the  
 18 problem was the handling procedure  
 19 at Glovis and the subcontractor  
 20 caused QLS at Glovis.  
 21 Q. (By Mr. Stockham) Before  
 22 we go any further that was a very  
 23 difficult passage. Do you agree



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1 with that?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Which content?  
 6 Q. Just the translation of  
 7 the paragraph. There have been  
 8 several people talking about it.  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I didn't  
 13 understand exactly how this was  
 14 interpreted into.  
 15 Q. That's what I was wanting  
 16 to be sure.  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 Q. Do I understand that what  
 20 you're saying in this paragraph is  
 21 that Rob Cyrus was talking about  
 22 two hundred minutes of downtime  
 23 claim issued because of an incident

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1 that occurred the previous Tuesday?  
 2 MS. SONG: (Translates  
 3 into Korean) ..  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: At that time I  
 6 hadn't been with this company for  
 7 long so --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- that I was  
 10 not aware of the fact that this --  
 11 such thing happened.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: And what I  
 14 wrote down is what --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: -- Cyrus told  
 17 me.  
 18 Q. Is that what he told you  
 19 or what you heard in the meeting?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: What I heard at

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1 the meeting.  
 2 Q. Well, what he was saying  
 3 was in English, wasn't it?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Yes, he said it  
 8 in English.  
 9 Q. Did he say two hundred  
 10 minutes of line stoppage claim or  
 11 two hundred minutes of downtime  
 12 claim?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I don't  
 17 remember clearly.  
 18 Q. You chose to write the  
 19 term "line stoppage"?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Yes.

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1 Q. And --  
 2 MR. RAYMOND KIM: This is  
 3 stoppage.  
 4 MR. STOCKHAM: Okay.  
 5 Q. That -- you were familiar  
 6 with the term "downtime" on the  
 7 agenda, though?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Yes, line  
 12 stopped.  
 13 Q. You understood that those  
 14 were the same thing?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Yes.  
 19 Q. And the rest of the  
 20 paragraph, just because I know it's  
 21 a difficult translation and I want  
 22 to make sure that we've got it  
 23 right, is that, according to this,



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1 Mr. Rob Cyrus said the problem was  
 2 not the buff marks but the  
 3 scratches caused by Glovis'  
 4 handling?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. And that was what was on  
 10 the agenda under the scratches?  
 11 MR. BOSTICK: Object to  
 12 the form.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Yes.  
 17 Q. If you'll go on with  
 18 paragraph number ten.  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Mr. Kim ordered  
 23 for the second time that -- and

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- he called  
 3 for -- he asked Mr. Choi from  
 4 Glovis to come.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Since it was  
 7 irrelevant to the meeting --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- that they  
 10 should get together separately  
 11 later.  
 12 Q. Who did he call?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: He ordered to  
 17 the person next to him.  
 18 Q. Who was that?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I don't  
 23 remember who that was.

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1 called for Mr. Jen Ho Choi, who was  
 2 the senior manager at Glovis, and  
 3 also stated that that issue was  
 4 irrelevant to the meeting's topic,  
 5 that separately they -- separately  
 6 a meeting should be -- there should  
 7 be a meeting for that.  
 8 Q. Just so I'm clear. Was  
 9 Mr. Choi the manager of Glovis in  
 10 the meeting?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No, he was not  
 15 there.  
 16 Q. So when you say, called  
 17 him, what does that mean?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Since it was  
 22 claimed that it was Glovis'  
 23 fault --

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1 Q. Go on with the  
 2 paragraph --  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Since that  
 7 meeting was related to a meeting on  
 8 the quality control --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- he ordered,  
 11 once again, for not to address the  
 12 scratch issue of Murakami again at  
 13 the meeting.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: In spite of  
 16 that Rob Cyrus complained that --  
 17 MS. MYUNG KIM: (Speaks in  
 18 Korean)  
 19 A. Defective parts in there.  
 20 MS. MYUNG KIM: (Speaks in  
 21 Korean)  
 22 A. Defective parts -- (Speaks  
 23 in Korean)

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1 MS. SONG: Oh, okay. I'm  
 2 sorry.  
 3 Rob Cyrus complained that  
 4 when they -- when the defected  
 5 goods were not registered to the --  
 6 registered back to the supplier.  
 7 And asking them to contacting on  
 8 Wednesday and asking them to attend  
 9 the meeting on Friday, that that  
 10 was a problem.  
 11 Q. And this is paragraph  
 12 twelve, correct?  
 13 MS. SONG: That's twelve.  
 14 (Translates into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Yes. And --  
 17 (Speaks in Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: (Speaks in  
 20 Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: (Speaks in  
 23 Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: (Speaks in  
 3 Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Chong Yun Choi,  
 6 senior manager, said to Myung Su  
 7 Sah, another senior manager, saying  
 8 that from now on at -- for such  
 9 meetings we need to give notice in  
 10 advance regarding the safety  
 11 issue --  
 12 MS. MYUNG KIM: Agenda.  
 13 MS. SONG: -- agenda --  
 14 MS. MYUNG KIM: Meeting  
 15 agendas.  
 16 MS. SONG: Okay. Meeting  
 17 agenda --  
 18 MR. STOCKHAM: I -- is  
 19 that --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- and  
 22 suppliers --  
 23 MR. STOCKHAM: Did he say,

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1 meeting agenda?  
 2 MS. SONG: -- through  
 3 cooperation negotiation so that we  
 4 can have the meeting flow smoothly.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: In spite of  
 7 that --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- Rob Cyrus  
 10 continued to address the problem.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: He continued to  
 13 dispute with the American managers  
 14 in manufacturing department --  
 15 American manufacturing department  
 16 personnels at HMMA.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: At that time --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- an employee  
 21 from Murakami --  
 22 A. (Witness speaking in  
 23 Korean)

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1 MS. SONG: At that time an  
 2 employee representing Murakami had  
 3 the outside mirrors in their hand  
 4 and banged against each other and  
 5 made scratches.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: That the  
 8 problem was the scratch --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- and because  
 11 of that --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- that  
 14 Murakami was suffering from a lot  
 15 of damages.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: That the  
 18 scratch could have been made during  
 19 the procedure -- handling procedure  
 20 within HMMA and Glovis.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: And that  
 23 particular morning --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- that after  
 3 looking into it themselves at  
 4 Glovis --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- that they  
 7 were stored -- next to each other?  
 8 MS. MYUNG KIM: On top of  
 9 each other.  
 10 MS. SONG: Oh, on top of  
 11 each other.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: And that  
 14 requests had been made numerous  
 15 times regarding that matter --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: -- to the  
 18 employees stationed at Glovis.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: That employees  
 21 from Murakami were stationed for  
 22 two weeks --  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: -- and trained  
 2 the employees at QLS.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: But as these  
 5 were part-time employees --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- that there  
 8 were --  
 9 MS. MYUNG KIM: Temps.  
 10 MS. SONG: Tempt?  
 11 MS. MYUNG KIM: (Speaks in  
 12 Korean)  
 13 MS. SONG: Oh, temp  
 14 positions.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: That there were  
 17 employee --  
 18 MS. MYUNG KIM:  
 19 Fluctuation.  
 20 MS. SONG: -- fluctuation  
 21 and --  
 22 A. (Witness speaks in Korean)  
 23 MR. STOCKHAM: Is that

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1 correct?  
 2 MR. RAYMOND KIM:  
 3 (inaudible response)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: That he  
 6 complained that there were a lot of  
 7 problems relating to that because  
 8 Glovis was not contracted to hire  
 9 other self-contractors besides QLS.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: In addition to  
 12 that --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- quality  
 15 control personnel from Murakami --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: After going  
 18 through two hundred eighty pieces  
 19 that were returned from HMMA,  
 20 eighty-nine percent of them were  
 21 goods without defects, according to  
 22 their test results.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: And the  
 2 remaining eleven percent --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- were due --  
 5 caused by the scratch.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: That they  
 8 complained aggressively.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: According to  
 11 that --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- Mr. Kim --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- called -- or  
 16 said, Rob, in a loud voice.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Senior manger  
 19 Choi, Mr. Choi --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- Mr. Choi, I  
 22 had told you that regarding the  
 23 quality control issue, I said, we

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1 need -- it should be addressed  
 2 separately later on.  
 3 MS. MYUNG KIM: Can you  
 4 repeat that?  
 5 MS. SONG: Mr. Choi, I  
 6 have said that regarding the  
 7 quality control issue --  
 8 MS. MYUNG KIM: Regarding  
 9 the issue of going beyond quality  
 10 control, right?  
 11 MR. RAYMOND KIM:  
 12 Issues --  
 13 THE WITNESS: (Speaks in  
 14 Korean)  
 15 MS. MYUNG KIM: (Speaks in  
 16 Korean)  
 17 MS. SONG: So issue --  
 18 MS. MYUNG KIM: Just --  
 19 can you restart? Starting from Mr.  
 20 Choi?  
 21 MS. SONG: Mr. Choi, I  
 22 told you that issues that goes --  
 23 that's going out of quality control

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1 issue, we need -- that need to be  
 2 address separately at a later time.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: He was upset.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: That from now  
 7 the future meetings --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- should be  
 10 supervised from the quality control  
 11 department.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: And then he  
 14 left the room saying that they  
 15 should be -- they should be the one  
 16 supervising future meetings.  
 17 Q. (By Mr. Stockham) Who  
 18 should be the ones supervising  
 19 future meetings?  
 20 MS. SONG: The department  
 1 from quality control.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Afterwards --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: --  
 3 approximately two minutes later --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- he came back  
 6 into the meeting room.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Senior manager  
 9 Chong Yun Choi --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- for  
 12 purchasing department --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- and Seung Do  
 15 Park, the senior manager for  
 16 quality control --  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: -- he told them  
 19 to follow him and went upstairs in  
 20 the office.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Mr. Kim --  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: -- he stated  
 2 that he will never hold another  
 3 meeting for quality control.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: That he had  
 6 heard that he was being political  
 7 during the time when we're  
 8 discussing the problems regarding  
 9 PPG glass.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: And even after  
 12 the meeting regarding the issue  
 13 of --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: That there were  
 16 letters complaining.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: And also for  
 19 today, you know, when we're having  
 20 the meeting regarding Murakami.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: The suppliers  
 23 are complaining.



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1 A. (Witness speaks in Korean)  
 2 MS. SONG: So I cannot  
 3 hold meetings anymore like this.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: So after about  
 6 twenty minutes of scolding --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- senior  
 9 manager Park in purchase  
 10 department --  
 11 MS. MYUNG KIM: Choi.  
 12 MS. SONG: Choi. I'm  
 13 sorry.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- said, oh,  
 16 forgive me.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Please don't be  
 19 upset.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: He bowed and  
 22 talked to him.  
 23 Q. (By Mr. Stockham) Now,

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1 let me ask you some specific  
 2 questions about this.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 Q. Under number three --  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. -- you refer to  
 9 photographs.  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 Q. Were those photographs  
 13 that were projected on the screen  
 14 or project -- or photographs that  
 15 were passed around the table?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: It was the  
 20 image on the projection.  
 21 Q. And under number four it  
 22 talks about photographs.  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 Q. Is that the same  
 3 photographs?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: This was just a  
 10 printout, photograph.  
 11 Q. It says there were  
 12 photographs that were submitted by  
 13 the vendor. So --  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 Q. -- how did you know they  
 17 were photographs submitted by the  
 18 vendor?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Rob Cyrus  
 23 brought it up -- or he brought it

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1 out.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: I'm sorry?  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I had heard  
 6 that he had been to Glovis that  
 7 morning.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: So I --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: So it was my  
 12 assumption that somebody may have  
 13 taken those photos and had given it  
 14 to Rob Cyrus.  
 15 Q. Why do you say that they  
 16 were vendor photographs?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: It was my  
 21 assumption that Rob Cyrus didn't  
 22 have a digital camera with him.  
 23 A. (Witness speaks in Korean)



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1 MS. SONG: And he had the  
2 photographs with him.  
3 Q. Had you seen the  
4 photographs before the meeting?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: No.  
9 Q. And do I understand that  
10 the photographs showed scratches  
11 that were -- resulted from some  
12 forklift damage to the mirrors?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: The picture  
17 depicted mirrors just piled on top  
18 of each other.  
19 Q. Did it depict scratches?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Since it was

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1 the form.  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: At first it was  
6 -- the issue was buff and bag mark.  
7 Q. But scratches were on the  
8 agenda?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: Now that I see  
13 it it's on the agenda.  
14 A. (Witness speaks in Korean)  
15 MS. SONG: But at first --  
16 at first we were just addressing  
17 buff and bag marks only.  
18 Q. But the scratches were on  
19 the agenda; is that --  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Yes. Yes, I

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1 piled up like that --  
2 A. (Witness speaks in Korean)  
3 MS. SONG: It wasn't  
4 organized.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: It was all  
7 piled up on -- altogether.  
8 A. (Witness speaks in Korean)  
9 MS. SONG: So it would  
10 lead to scratches.  
11 Q. Scratches were on the  
12 agenda?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 (indicating)  
17 MS. SONG: Yes, right  
18 here.  
19 Q. So when Mr. Kim said about  
20 not discussing matters that were  
21 not on the agenda did that make any  
22 sense?  
23 MR. BOSTICK: Object to

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1 see it. It's here.  
2 Q. And that's what Mr. Cyrus  
3 was talking about?  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: Well --  
8 Q. So did it make sense that  
9 when Mr. Kim said in response to  
10 Mr. Cyrus showing photographs of  
11 scratch marks that we should stay  
12 on the agenda?  
13 MR. BOSTICK: Objection.  
14 That's been asked and answered.  
15 Q. You can answer.  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: The suppliers  
20 was ready -- they were ready to  
21 discuss the buff and bag marks at  
22 first, at the beginning of the  
23 meeting.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: But that was  
 3 what -- that was the topic of the  
 4 presentation.

5 A. (Witness speaks in Korean)  
 6 MS. SONG: That's what it  
 7 was.

8 Q. Well, according to your  
 9 number five --

10 MS. SONG: (Translates  
 11 into Korean)

12 Q. -- the director stated  
 13 through the interpreter --

14 MS. SONG: (Translates  
 15 into Korean)

16 Q. -- that the subjects that  
 17 were not on the agenda should not  
 18 be discussed?

19 MS. SONG: (Translates  
 20 into Korean)

21 MR. BOSTICK: Object to  
 22 the form.

23 MS. SONG: (Translates

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1 into Korean)

2 Q. -- you said that -- is  
 3 this a quote from Mr. Kim?

4 MS. SONG: (Translates  
 5 into Korean)

6 A. (Witness speaks in Korean)  
 7 MS. SONG: Yes.

8 Q. And you said he scolded  
 9 Murakami?

10 MS. SONG: (Translates  
 11 into Korean)

12 A. (Witness speaks in Korean)  
 13 MS. SONG: Yes.

14 Q. Did he raise his voice?

15 MS. SONG: (Translates  
 16 into Korean)

17 A. (Witness speaks in Korean)  
 18 MS. SONG: He did not

19 raise his voice.

20 Q. What do you mean by,  
 21 scolded?

22 MS. SONG: (Translates  
 23 into Korean)

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1 into Korean)

2 A. (Witness speaks in Korean)

3 Q. Isn't that right?

4 MS. SONG: Yes.

5 A. (Witness speaks in Korean)

6 MS. SONG: That's right.

7 Q. But the scratches were on  
 8 the agenda?

9 MS. SONG: (Translates  
 10 into Korean)

11 A. (Witness speaks in Korean)

12 MS. SONG: Yes.

13 Q. So what Mr. Cyrus was  
 14 discussing was on the agenda,  
 15 wasn't it?

16 MS. SONG: (Translates  
 17 into Korean)

18 A. (Witness speaks in Korean)

19 MS. SONG: Now that you  
 20 point it out like that you're

1 right.

22 Q. And under number eight --

23 MS. SONG: (Translates

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1 A. (Witness speaks in Korean)

2 MS. SONG: He said, stop  
 3 thinking that you can supply the  
 4 decent ones to other companies and  
 5 make light of HMMA and supply the  
 6 defected goods to Hyundai. Stop  
 7 thinking that way.

8 Q. Did he say it in an  
 9 offensive way?

10 MS. SONG: (Translates  
 11 into Korean)

12 A. (Witness speaks in Korean)

13 MS. SONG: It would be  
 14 different how a person sees that.

15 A. (Witness speaks in Korean)  
 16 MS. SONG: I guess I could  
 17 say that if you were a Korean you  
 18 could take it as a warning.

19 Q. Were you offended by it?

20 MS. SONG: (Translates  
 21 into Korean)

22 A. (Witness speaks in Korean)

23 MS. SONG: No.

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1 Q. Did the people from  
2 Murakami take offense?  
3 MS. SONG: (Translates  
4 into Korean)  
5 MR. BOSTICK: Object to  
6 the form.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: In my opinion I  
9 don't think so.  
10 Q. Now, under number nine --  
11 MS. SONG: (Translates  
12 into Korean)  
13 Q. -- the -- it says that Rob  
14 Cyrus stated that the two hundred  
15 minutes of line stoppage claim --  
16 MS. SONG: (Translates  
17 into Korean)  
18 Q. -- that was issued on the  
19 Tuesday --  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. -- was Glovis' fault.  
23 MS. SONG: (Translates

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: It seems so.  
5 Q. Now, under number ten --  
6 MS. SONG: (Translates  
7 into Korean)  
8 Q. -- you don't remember who  
9 Mr. Kim directed to call Glovis, do  
10 you?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: I don't  
15 remember.  
16 Q. Now, do you remember that  
17 independently of your note?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: No.  
22 Q. You have to rely on your  
23 note to remember that?

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1 into Korean)  
2 Q. Is that right?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Rob said so.  
7 Q. And that was what was on  
8 the agenda, wasn't it?  
9 MS. SONG: (Translates  
10 into Korean)  
11 MR. BOSTICK: Object to  
12 the form.  
13 A. (Witness speaks in Korean)  
14 MS. SONG: Yes.  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Yes, I see it  
17 here.  
18 Q. There was nothing wrong  
19 with Mr. Cyrus saying that in the  
20 meeting since it was on the agenda;  
21 is that right?  
22 MR. BOSTICK: Object to  
23 the form.

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Yes.  
5 Q. And is that true with  
6 everything else that's on here?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: Parts of it I  
11 can recall without looking --  
12 A. (Witness speaks in Korean)  
13 MS. SONG: -- and parts of  
14 it I need to refer to the  
15 documents.  
16 Q. Well, I will ask you --  
17 the next one --  
18 MS. SONG: (Translates  
19 into Korean)  
20 Q. -- where Mr. Kim reminded  
21 everyone that no one should raise  
22 the subject again because it is not  
23 part of the quality problem, who

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1 did Mr. Kim say that to?  
 2 MS. SONG: I'm sorry.  
 3 which number is that?  
 4 MR. STOCKHAM: Number  
 5 Eleven.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: Everyone --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: It seems that  
 12 everyone who was -- who were -- was  
 13 present at the meeting.  
 14 Q. Did that make sense to you  
 15 when he said it?  
 16 MR. BOSTICK: Object to  
 17 the form.  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Yes.  
 22 Q. Well, that issue was on  
 23 the agenda, wasn't it?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: It was there  
 5 but --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- that we need  
 8 to move on in the meeting.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: That the  
 11 problem --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: That --  
 14 regarding --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: It was my  
 17 opinion that it was correct to move  
 18 on from the scratch issue because  
 19 of the manager from Glovis was  
 20 called for, that it was to be  
 21 discussed after the meeting at a  
 22 separate time. So it seemed that  
 23 way.

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1 Q. Now, did you discuss that  
 2 with Mr. Cyrus that it was time to  
 3 move on about that?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No, I did not.  
 8 Q. Did Mr. Kim say that in  
 9 English?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: He did it in  
 14 Korean.  
 15 Q. Did Mr. Kim say anything  
 16 in this meeting in English?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: No.  
 21 Q. He didn't tell Murakami to  
 22 sit down and shut up?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: He did not.  
 4 Q. Now, have you heard Mr.  
 5 Kim speak English at the company?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: There was one  
 10 occasion.  
 11 Q. Have you heard him give  
 12 speeches to employees in English?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: No.  
 17 Q. What is the occasion you  
 18 heard him speaking in English?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: There was a  
 23 seminar where employees above



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1 manager level were to attend.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Joo Soo Ahn --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- senior  
 6 manager --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- had to write  
 9 the speech or deliver the speech.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: But Joo Soo  
 12 Ahn, senior manager, was away --  
 13 MS. MYUNG KIM: No. He is  
 14 vice president.  
 15 MS. SONG: Oh.  
 16 MR. RAYMOND KIM: Vice  
 17 president.  
 18 MS. SONG: I'm sorry.  
 19 The vice president of the  
 20 company was out of town.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: So in lieu of  
 23 him --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- H.I. Kim --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I have  
 5 witnessed that one time where H.I.  
 6 Kim had to deliver the speech in a  
 7 way that was not accurate in  
 8 pronunciation and he delivered it  
 9 slow.  
 10 Q. Now, under number  
 11 twelve --  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 Q. -- does that refer to you?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I just wrote  
 19 down what I witnessed.  
 20 Q. But does that refer to you  
 1 making a comment under number  
 22 twelve?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: In spite of  
 6 that it was Rob Cyrus who  
 7 complained that there is a problem,  
 8 asking them to attend the meeting  
 9 on Friday and contacting them on  
 10 Wednesday to be there who did not  
 11 even register the defected goods  
 12 back from the company.  
 13 Q. And it says that J.Y. Choi  
 14 said something to Y. Seo that --  
 15 about future meetings being better  
 16 coordinated; is that correct?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: He said, let's  
 21 coordinate better next time.  
 22 Q. And you were talking about  
 23 what Mr. Kim had told you not to

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1 talk about at that point?  
 2 MR. BOSTICK: Object to  
 3 the form. That mischaracterizes  
 4 earlier testimony.  
 5 Q. You can answer.  
 6 MR. BOSTICK: I'd like my  
 7 objection read to him in English as  
 8 well.  
 9 MS. SONG: I'm sorry.  
 10 MR. BOSTICK: I mean, in  
 11 Korean.  
 12 MS. SONG: Okay. Could  
 13 you repeat --  
 14 MR. STOCKHAM: Yeah.  
 15 MS. SONG: -- that one  
 16 more time?  
 17 Q. Number twelve, that refers  
 18 to a conversation that you had with  
 19 Mr. Y. Seo, right?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: The first part



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1 of twelve indicates what Rob Cyrus  
2 had to say. The latter part of  
3 twelve discussed what I said to  
4 Myung Su Sah, the senior manager,  
5 saying, from now on we need to  
6 coordinate better and give a far --  
7 advance notice to the suppliers so  
8 that this won't happen again.

9 Q. And that relates to what  
10 Mr. Cyrus was talking about in the  
11 first part of twelve, doesn't it?

12 MS. SONG: (Translates  
13 into Korean)

14 A. (Witness speaks in Korean)

15 MS. SONG: Rob Cyrus was  
16 addressing everyone in the  
17 conference room. And for me I was  
18 just talking individually to Myung  
19 Su Sah, the senior manager.

20 Q. Where was Mr. Sah sitting?

21 MS. SONG: (Translates  
22 into Korean)

23 A. (Witness speaks in Korean)

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1 MS. SONG: And Rob Cyrus  
2 next to me.

3 A. (Witness speaks in Korean)  
4 (indicating)

5 MS. SONG: And then -- and  
6 Sah was seated right there  
7 (indicating).

8 Q. He was sitting next to  
9 Chris Susock?

10 MS. SONG: I'm sorry.  
11 Who?

12 MR. RAYMOND KIM) (Speaks  
13 in Korean)

14 MS. SONG: (Translates  
15 into Korean)

16 A. (Witness speaks in Korean)

17 MS. SONG: I don't  
18 remember in details.

19 A. (Witness speaks in Korean)

20 MS. SONG: But he was  
21 seated basically across from me.

22 A. (Witness speaks in Korean)

23 MS. SONG: So it was --

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1 MS. SONG: Right across  
2 from where I was seated.

3 Q. I show you what's marked  
4 as Exhibit Four.

5 MS. SONG: (Translates  
6 into Korean)

7 Q. And I'll show you where --  
8 if Mr. Kim was here (indicating)  
9 and you were here (indicating)  
10 where was he sitting?

11 MS. SONG: (Translates  
12 into Korean)

13 A. (Indicating)

14 Q. You were sitting next  
15 to --

16 MR. BOSTICK: Object to  
17 laying the proper foundation.

18 A. (Witness speaks in Korean)  
19 (indicating)

20 MS. SONG: I was sitting  
1 right there (indicating).

22 A. (Witness speaks in Korean)  
23 (indicating)

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1 the distance was not long or far.

2 A. (Witness speaks in Korean)

3 MS. SONG: That it was  
4 easy to talk to.

5 Q. Now, in number thirteen --

6 MS. SONG: (Translates  
7 into Korean)

8 Q. -- it says, Rob Cyrus  
9 continued to discuss the problem,  
10 even arguing with HMA American  
11 production personnel. Who was he  
12 arguing with?

13 MS. SONG: (Translates  
14 into Korean)

15 A. (Witness speaks in Korean)

16 MS. SONG: I don't recall.

17 A. (Witness speaks in Korean)

18 MS. SONG: The first day  
19 of employment was August 11.

20 A. (Witness speaks in Korean)

21 MS. SONG: And prior to  
22 this meeting I normally spent time  
23 at the suppliers --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: So even the  
 3 personnels working for HMMA --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- I didn't  
 6 know who was who within HMMA that  
 7 very -- you know, that much.  
 8 Q. Well, how many people was  
 9 he -- Mr. Cyrus having a  
 10 conversation with among the  
 11 American production people?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: I don't  
 16 remember clearly.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: But --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- there was  
 21 somebody across the table and on  
 22 the opposite side as well.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I don't know.  
 5 But I would say, yes, approximately  
 6 that long.  
 7 Q. Approximately a minute?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I don't know in  
 12 detail.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: But it went  
 15 back and forth and back and forth.  
 16 Q. Was it a discussion?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: No.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: What I felt  
 23 was --

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1 MS. SONG: So same side as  
 2 well as the opposite side of the  
 3 table.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: So they talked  
 6 very fast.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: They conversed  
 9 a lot --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- and I didn't  
 12 understand -- I couldn't make out  
 13 what they were saying.  
 14 Q. How long did it last?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I can't say in  
 19 terms of time line but --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- but it  
 22 continued for a good while.  
 23 Q. More than a minute?

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1 A. (Witness speaks in Korean)  
 2 MS. MYUNG KIM: (Speaks in  
 3 Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: They -- the way  
 6 they --  
 7 MR. STOCKHAM: I would ask  
 8 you not to tell him the word.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I would say  
 11 that they were rather aggressive.  
 12 That I -- if you were to say it in  
 13 Korean maybe say something like  
 14 bickering.  
 15 Q. All of them were?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: On both sides.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I mean, both in  
 22 here and there.  
 23 Q. Now, that was interrupted

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1 when the Murakami salesman banged  
2 two mirrors together? Is that what  
3 your note says?

4 MS. SONG: (Translates  
5 into Korean)

6 A. (Witness speaks in Korean)

7 MS. SONG: While they're  
8 talking aggressively a person from  
9 Murakami brought two mirrors. And  
10 at first they banged the mirrors  
11 against each other first. And then  
12 they hit it -- hit those on the  
13 table.

14 Q. When you say, they hit  
15 them on the table, did they --

16 MS. SONG: (Translates  
17 into Korean)

18 A. (Witness speaks in Korean)  
19 (demonstrating)

20 MS. SONG: And then --  
21 they hit it like this against each  
22 other and then they just put it  
23 down like that (demonstrating).

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1 Q. So they didn't throw it on  
2 the table, they just put it on the  
3 table?

4 MS. SONG: (Translates  
5 into Korean)

6 A. (Witness speaks in Korean)

7 MS. SONG: I mean, it was  
8 with force, you know. You know,  
9 bang it and then just set it  
10 (demonstrating).

11 Q. And who did that?

12 MS. SONG: (Translates  
13 into Korean)

14 A. (Witness speaks in Korean)

15 MS. SONG: I don't  
16 remember.

17 Q. Did anyone raise their  
18 voice at that point?

19 MS. SONG: (Translates  
20 into Korean)

1 A. (Witness speaks in Korean)

2 MS. SONG: The person who  
3 demonstrated or banged those

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1 mirrors together, he said, this is  
2 how scratch is made. He said that.

3 Q. Anybody else say anything  
4 at that time?

5 MS. SONG: (Translates  
6 into Korean)

7 A. (Witness speaks in Korean)

8 MS. SONG: No.

9 Q. What happened after he  
10 banged the mirrors together and  
11 said, this is how scratches are  
12 formed?

13 MS. SONG: (Translates  
14 into Korean)

15 A. (Witness speaks in Korean)

16 MS. SONG: There was  
17 silence.

18 Q. How long did the silence  
19 last?

20 MS. SONG: (Translates  
21 into Korean)

22 A. (Witness speaks in Korean)

23 MS. SONG: I don't

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1 remember.

2 A. (Witness speaks in Korean)

3 MS. SONG: But it was a  
4 while. It was quiet.

5 Q. Was the first person to  
6 speak after that the Murakami  
7 employee who talked about the two  
8 hundred and eighty return items?

9 MS. SONG: (Translates  
10 into Korean)

11 A. (Witness speaks in Korean)

12 MS. SONG: Yes.

13 Q. Did he raise his voice  
14 about that?

15 MS. SONG: (Translates  
16 into Korean)

17 A. (Witness speaks in Korean)

18 MS. SONG: A little bit  
19 raised voice, yes.

20 A. (Witness speaks in Korean)

21 MS. SONG: He complained  
22 and explained.

23 Q. And the next person to

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1 speak --  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. -- was the director; is  
 5 that correct?  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: H.I. Kim, yes.  
 8 Q. And he spoke in a raised  
 9 voice?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: Yes.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: At that time he  
 16 said, Rob.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Rob.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: He called the  
 21 name twice.  
 22 Q. And did he call your name  
 23 in a loud voice as well?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: After calling  
 5 Rob's name twice in a raised voice  
 6 he couldn't continue his  
 7 conversation in English. So he  
 8 turned to me and said -- called me,  
 9 Mr. Choi.  
 10 Q. Did he have -- did he  
 11 speak to you in a loud voice?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Yes.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I said, the  
 18 issue outside of the quality  
 19 control should be discussed  
 20 separately at a later time. I told  
 21 you that.  
 22 Q. That's what Mr. Kim said  
 23 to you?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Yes. Because  
 5 he couldn't say that in English to  
 6 Rob.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: So he told me.  
 9 Q. He didn't say it for the  
 10 translator?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: He said this in  
 15 Korean.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: What I just  
 18 read about having to discuss it at  
 19 a later time, he said that in  
 20 Korean to me.  
 21 Q. Did the -- did Mr. Kim  
 22 scold you at this point?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 MR. BOSTICK: Object to  
 5 the form.  
 6 Q. Did Mr. Kim ask you if you  
 7 were defending the vendor?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: To me?  
 12 Q. Yes.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: He did not say  
 17 that.  
 18 Q. Did he -- Mr. Kim say to  
 19 you that he expected you to  
 20 understand what he told you?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)



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1 MS. SONG: Could you  
2 rephrase the question?  
3 Q. Did Mr. Kim say to you at  
4 this point --  
5 MS. SONG: (Translates  
6 into Korean)  
7 Q. -- that he expected you to  
8 understand what he told you?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: What content?  
13 What statement?  
14 Q. Did he state to you that  
15 he expected you to understand what  
16 he told you?  
17 MR. BOSTICK: Objection.  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: I don't know  
22 what you're saying.  
23 Q. So you don't have any

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1 voice in talking to Mr. Kim, did  
2 he?  
3 MS. SONG: (Translates  
4 into Korean)  
5 MR. BOSTICK: Object to  
6 the form.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: (Speaks in  
9 Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: Did Mr. Cyrus  
12 speak to Mr. Kim?  
13 Q. No, did he raise his  
14 voice?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: The voice was a  
19 little raised.  
20 A. (Witness speaks in Korean)  
21 MS. SONG: It was kind of  
22 noisy.  
23 A. (Witness speaks in Korean)

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1 recollection that Mr. Kim at this  
2 point in the conversation said to  
3 you that he expected that you would  
4 understand what he told you; is  
5 that correct?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: I don't know  
10 what you're trying to tell me -- or  
11 ask me.  
12 MS. MYUNG KIM: May I try?  
13 MR. STOCKHAM: No.  
14 MS. MYUNG KIM: No. And  
15 he can see if my translation --  
16 MR. STOCKHAM: Okay.  
17 MS. MYUNG KIM: (Speaks in  
18 Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: I don't  
21 remember.  
22 Q. (By Mr. Stockham) Now,  
23 the -- Mr. Cyrus didn't raise his

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1 MS. SONG: And, plus, you  
2 know, when -- especially when he  
3 was speaking across the table.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: He was talking  
6 very fast in English.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: So if you were  
9 to talk quiet or normally you can't  
10 hear him. So --  
11 Q. He wasn't raising it  
12 abnormally loudly for the meeting,  
13 then, was he?  
14 MS. SONG: (Translates  
15 into Korean)  
16 MR. BOSTICK: Object to  
17 the form. He just answered that.  
18 MR. STOCKHAM: He can  
19 answer.  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: I don't



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1 remember clearly.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: But maybe it  
 4 was a little bit raised compared  
 5 with the normal tone.  
 6 Q. Did you ever hear Mr.  
 7 Cyrus demand, who was going to pay  
 8 for Murakami coming down to  
 9 Alabama?  
 10 MS. SONG: I'm sorry.  
 11 Could you repeat that?  
 12 Q. Did you ever hear Mr.  
 13 Cyrus say --  
 14 MR. STOCKHAM: Translate  
 15 that.  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 Q. -- who is going to pay for  
 19 Murakami coming to Alabama?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I don't

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1 remember.  
 2 Q. Did you ever hear Mr.  
 3 Cyrus suggest that there was some  
 4 hidden reason for not talking about  
 5 the scratches?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: Could you  
 10 rephrase the question?  
 11 Q. Did you ever hear Mr.  
 12 Cyrus say that there was a --  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 Q. -- suspicious reason for  
 16 not talking about the scratches?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: No.  
 21 Q. Now, what was the reason  
 22 that you wrote this document?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: I'm sorry.  
 4 (Speaks in Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Through Hyung  
 7 Chu Hyun I received order from the  
 8 vice president Joo Soo Ahn of HMMA  
 9 that he wanted a synopsis of what  
 10 happened.  
 11 Q. When did you receive that  
 12 order?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I don't  
 17 remember the exact date.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: It was after  
 20 the meeting.  
 21 Q. Does your document have a  
 22 reflected date that it was done?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: What I -- the  
 6 date that I remember and the date  
 7 that I wrote it down are two  
 8 different dates.  
 9 Q. So you didn't write it  
 10 down on the same day that the  
 11 meeting occurred?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: I don't think I  
 16 could have written that on the same  
 17 day.  
 18 Q. Why do you say you don't  
 19 think it could have happened on the  
 20 same day?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I'm not sure if  
 2 the order came to me on the same  
 3 day or the next day. I'm not sure  
 4 when it was.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: And then it was  
 7 my conclusion that such incident  
 8 was serious. So --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I was nervous  
 11 at the time.  
 12 Q. Well, did you stay for the  
 13 remainder of the meeting?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Mr. Kim had  
 18 left the room and then came back  
 19 into the room about two minutes  
 20 later.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: (Speaks in  
 23 Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Seung Do Park  
 3 and --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- Jeong Yeon  
 6 Kim --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Jeong Yeon  
 9 Choi. I'm sorry. Jeong Yeon Choi.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: And H.I. Kim.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: These three  
 14 people --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: -- went up to  
 17 the second floor.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: There was a  
 20 small conference room up there.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Did you stay  
 23 for the rest of the Hwashin meeting

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1 before you went up with Mr. Kim?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: No.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: After that  
 8 incident it just came to an end.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: It just -- that  
 11 was -- that's when I finished.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: I'm not sure if  
 14 the meeting continued on afterwards  
 15 or not.  
 16 Q. Why did you go up to the  
 17 conference room with Mr. Kim?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Mr. Kim asked  
 22 me to come with him.  
 23 Q. Of all the Koreans in the

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1 room why did he pick you?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 MR. BOSTICK: Object to  
 5 the form.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I don't know.  
 10 Q. Did he say?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No.  
 15 Q. When he took you up to the  
 16 conference room --  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 Q. -- did he tell you that he  
 20 was going to terminate your  
 21 employment?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: No, he did not.  
 3 Q. Did he tell you that he  
 4 was going to terminate Mr. Cyrus'  
 5 employment?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: He did not say  
 10 that.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Who is Rob  
 13 Cyrus, he said that.  
 14 Q. Did you call Mr. Cyrus  
 15 that afternoon and tell him that  
 16 you were concerned that you and he  
 17 may be going home early that  
 18 afternoon?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I'm not sure if  
 23 I made the call or if I received

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1 the call.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: But the reason  
 4 why I said it may be better for us  
 5 to go home early today is  
 6 because --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- this  
 9 particular situation --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- was so  
 12 serious, so severe that --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- that I  
 15 myself was very nervous. I was not  
 16 calm.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: So I was in the  
 19 -- I was not in the mood to  
 20 continue working in that afternoon.  
 21 Q. You told Mr. Cyrus that  
 22 you were afraid that you were going  
 23 to be terminated along with him.

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1 didn't you?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: The meaning of  
 6 that --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- is that --  
 9 the meaning of that is that I was  
 10 only trying to convey that this  
 11 incident is really serious here.  
 12 Q. You're saying you did not  
 13 tell him that you were afraid you  
 14 were going to be terminated?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: That's right.  
 19 Q. You did not tell him that  
 20 you thought that you and he were  
 21 going to be terminated?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: That's right.  
 3 Q. Now, you went with Mr.  
 4 Cyrus to Mr. Huan, didn't you?  
 5 MS. SONG: I'm sorry?  
 6 Q. You went with Mr. Cyrus to  
 7 Mr. Huan, your boss, didn't you?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: At the time Mr.  
 12 Hyun was on a business trip.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: That he came  
 15 back around three or four o'clock  
 16 in the afternoon.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I do remember  
 19 telling Mr. Hyun as to what had  
 20 happened that morning.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I'm not sure on  
 23 the -- I'm not sure if Mr. Cyrus

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1 was with me at that time or not.  
 2 Q. You also went with Mr.  
 3 Cyrus to speak with Mr. Jason Lee,  
 4 didn't you?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: I don't  
 9 remember.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: But I was  
 12 really nervous.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: I was so  
 15 nervous at the time that I can't  
 16 recall as to what had happened.  
 17 Q. In fact you --  
 18 MS. SONG: -- all of it.  
 19 Q. In fact you cried in front  
 20 of Mr. Lee saying that you were  
 21 afraid that you and Mr. Cyrus were  
 22 going to be fired and you had done  
 23 nothing wrong?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I did not cry.  
 5 Q. And you told Mr. Hyun in  
 6 front of Mr. Cyrus that neither of  
 7 you had done anything wrong, didn't  
 8 you?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I think I did.  
 13 Q. And you told Mr. Lee that  
 14 neither of you or Mr. Cyrus had  
 15 done anything wrong, didn't you?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I don't  
 20 remember that part.  
 21 Q. And, in fact, you told Mr.  
 22 Lee that --  
 23 (Whereupon, an

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1 off-the-record  
 2 discussion was held.)  
 3 Q. (By Mr. Graham) You told  
 4 Mr. Lee that Mr. Cyrus and you had  
 5 done nothing wrong and it was Mr.  
 6 Kim who should apologize, didn't  
 7 you?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I don't  
 12 remember that.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: I was not  
 15 stable at the time.  
 16 Q. And you asked Mr. McClain  
 17 to send you a statement about what  
 18 happened in the meeting, didn't  
 19 you?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I don't

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1 remember.  
 2 MR. STOCKHAM: Mark this  
 3 as the next exhibit, 373 and 374,  
 4 please.  
 5 (Whereupon, Plaintiff's  
 6 Exhibit Two  
 7 was marked for  
 8 identification.)  
 9 MS. SONG: (Speaks in  
 10 Korean)  
 11 Q. I show you what I've  
 12 marked as Exhibit Two.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 Q. And this is -- the lower  
 17 part, this is an e-mail --  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Yes.  
 22 Q. -- that Mr. Christopher  
 23 McClain sent to you.



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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Yes.  
5 Q. And it shows that it was  
6 sent to you Friday, September 16th  
7 at three twenty-seven in the  
8 afternoon.  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: Yes.  
13 Q. And you had this statement  
14 from Mr. McClain before you wrote  
15 Exhibit One, didn't you?  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: It says,  
20 September 16th.  
21 A. (Witness speaks in Korean)  
22 MS. SONG: It seems so.  
23 Q. And this was something

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1 A. (Witness speaks in Korean)  
2 MS. SONG: I don't  
3 remember.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: Because there  
6 were people seated around the table  
7 and then there were people sitting  
8 in the back side as well.  
9 A. (Witness speaks in Korean)  
10 MS. SONG: Toward --  
11 closer to the wall.  
12 Q. Well, was he sitting  
13 around the table or closer to the  
14 wall?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Perhaps closer  
19 to the wall.  
20 Q. Do you know?  
21 MS. SONG: (Translates  
22 into Korean)  
23 A. (Witness speaks in Korean)

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1 that you asked Mr. McClain to send  
2 to you?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: I don't  
7 remember.  
8 A. (Witness speaks in Korean)  
9 MS. SONG: But according  
10 to the first sentence here --  
11 A. (Witness speaks in Korean)  
12 MS. SONG: -- it seems  
13 that I requested it.  
14 Q. Why did you request it?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: I wanted to  
19 know how he perceived the incident.  
20 Q. And where did he sit in  
21 relation to you at the meeting?  
22 MS. SONG: (Translates  
23 into Korean)

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1 MS. SONG: I don't know,  
2 I --  
3 A. (Witness speaks in Korean)  
4 MS. SONG: I don't think I  
5 had seen him around the table.  
6 Q. Now, look at the last  
7 arrow point on the e-mail.  
8 MS. SONG: (Translates  
9 into Korean)  
10 Q. Would you read that,  
11 please, sir?  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. At not time were  
15 purchasing staff disrespectful  
16 during the meeting. They were  
17 trying to do the right thing by  
18 addressing real issues which was  
19 supposed to be the reason for  
20 having the meeting.  
21 Q. And Mr. McClain worked for  
22 you; is that right?  
23 MS. SONG: (Translates



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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Yes.  
 4 Q. And that's why you asked  
 5 him to write this?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: Yes.  
 10 Q. And did you agree with  
 11 that last bullet point?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 MR. BOSTICK: Object to  
 15 the form.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: There is a part  
 18 that I do not agree with.  
 19 Q. What part do you not agree  
 20 with?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: But, you know,  
 3 Rob continued to do what he was  
 4 doing.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: And I believe  
 7 that's what caused the  
 8 representatives from Murakami to  
 9 come and bang those mirrors against  
 10 each other.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: So the  
 13 meeting --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- became  
 16 chaotic.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: And then H.I.  
 19 Kim called his name twice in loud  
 20 voice, Rob, Rob.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: But since he  
 23 couldn't say in English any further

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1 MS. SONG: Over two  
 2 different occasions H.I. Kim had  
 3 said to stop.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I believe --  
 6 it's my belief that at that time we  
 7 should have stopped talking about  
 8 it.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: But Rob  
 11 insisted -- continued to talk --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- and he  
 14 disputed with Americans who were  
 15 there.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: They were  
 18 bickering with each other --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- at that  
 21 time. When the second warning came  
 22 I just stayed put. I didn't do  
 23 anything.

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1 that's why he turned to me and  
 2 said, Mr. Choi, in Korean.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: So I don't  
 5 agree to that -- that bullet point.  
 6 Q. Now, you said that Mr. Kim  
 7 said not to -- to stop two times.  
 8 Did he say it in English?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: No, he did that  
 13 in Korean.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Through the  
 16 interpreter.  
 17 Q. Did you tell Mr. Cyrus  
 18 that Mr. Kim had said, stop?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: That was not  
 23 necessary because --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- because  
 3 interpreter said that, just that.  
 4 Q. Now, you had a phone  
 5 conversation with Mr. Cyrus, didn't  
 6 you?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 MR. BOSTICK: Object to --  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 MR. BOSTICK: Object to  
 13 foundation.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: When? What  
 16 time?  
 17 Q. In October --  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 Q. -- where Mr. Cyrus  
 21 discussed with you the incidents of  
 22 this meeting and asked you if you  
 23 were afraid that you were going to

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1 be -- going to lose your job.  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: When are we  
 6 talking about? What time line?  
 7 Q. It would be -- the date  
 8 would be --  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 Q. -- October 24th.  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: So let's go  
 16 back. On October 24th what  
 17 happened?  
 18 Q. Mr. Cyrus --  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 Q. -- spoke with you --  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 Q. -- didn't he?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I don't  
 6 remember in detail as to --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- to when.  
 9 But I do remember quite a bit of  
 10 time had passed by and then I  
 11 received a call from him, yes.  
 12 Q. And in that telephone  
 13 call --  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 Q. -- Mr. Cyrus spoke with  
 17 you --  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 Q. -- and asked you --  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 Q. -- if you were afraid that

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1 --  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. -- you were going to lose  
 5 your job --  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. -- didn't he?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: You mean Rob  
 13 asked me that?  
 14 Q. Yes.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I don't  
 19 remember but --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I don't  
 22 remember.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I do -- I do  
 2 agree that we had a phone  
 3 conversation.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: But I don't  
 6 remember if that was part of our  
 7 conversation.  
 8 Q. Well, have you seen the  
 9 transcript of your conversation?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: No.  
 14 Q. Have you listened to the  
 15 tape recording of your  
 16 conversation?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: How did we  
 21 record the phone conversation?  
 22 Q. Well, I'm just asking you,  
 23 have you heard the conversation on

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1 the tape recorder?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: No, I did not.  
 6 Q. Do you recall telling Mr.  
 7 Cyrus that --  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 Q. -- that you were not  
 11 afraid of Mr. Kim's causing you to  
 12 lose your job because you had a  
 13 different boss?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I probably had  
 18 said that.  
 19 Q. And who is the different  
 20 boss that you were referring to?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: H.I. Kim  
 2 belonged to the production line.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: And I was in  
 5 the line of purchasing.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: So these are  
 8 two separate organizations.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: So --  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: And I didn't do  
 13 anything wrong to Mr. H.I. Kim.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: How can he --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: How can he fire  
 18 me?  
 19 Q. So you're saying that your  
 20 boss -- when you said that you had  
 21 a different boss, was someone at  
 22 HMMA?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Yes.  
 4 Q. So you weren't referring  
 5 to someone who was controlled by  
 6 the head office?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: No, that's not  
 11 it.  
 12 Q. So you didn't tell Mr.  
 13 Cyrus that the reason you didn't  
 14 mind Mr. Kim's opinion was because  
 15 your boss was controlled by someone  
 16 in the head office?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Could you  
 21 repeat the question?  
 22 Q. Yes. So you didn't tell  
 23 Mr. Cyrus --

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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. -- that the reason you  
4 didn't mind Mr. Kim's opinion was  
5 because your boss was controlled by  
6 the head office?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: I didn't say  
11 that.  
12 A. (Witness speaks in Korean)  
13 MS. SONG: But my boss was  
14 Mr. Huan?  
15 A. (Witness speaks in Korean)  
16 MS. SONG: And in  
17 addition, if I did something wrong  
18 that we need to look into what was  
19 wrong.  
20 A. (Witness speaks in Korean)  
21 MS. SONG: But --  
22 A. (Witness speaks in Korean)  
23 MS. SONG: But when Mr.

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1 A. (Witness speaks in Korean)  
2 MS. SONG: -- that he just  
3 said, don't do that.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: He was not  
6 aiming me when he said that.  
7 Q. Well, if he wasn't aiming  
8 you why did you beg his  
9 forgiveness?  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: In Korea --  
14 A. (Witness speaks in Korean)  
15 MS. SONG: -- when you  
16 have to deal with --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: -- somebody who  
19 is senior to you, even it's totally  
20 irrelevant to --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: -- me, we say,  
23 oh, please don't be upset. That's

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1 Kim said --  
2 A. (Witness speaks in Korean)  
3 MS. SONG: -- quit or be  
4 upset with me, I didn't do anything  
5 wrong. There is no reason for him  
6 to get upset with me for.  
7 Q. Well, you said he scolded  
8 you for twenty minutes.  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: When he was  
13 scolding I wasn't the target.  
14 A. (Witness speaks in Korean)  
15 MS. SONG: Put it's just  
16 that the purchasing department was  
17 siding with the --  
18 A. (Witness speaks in Korean)  
19 MS. SONG: -- supplier  
20 side --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: -- to the  
23 extent that --

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1 a customary thing.  
2 Q. Did you tell Mr. Cyrus  
3 that he should say that?  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: No.  
8 Q. Why not?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: Why should I?  
13 Why should I say that?  
14 Q. Well, he was your  
15 colleague, wasn't he?  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Well, after Mr.  
20 Kim had called out Rob, Rob twice  
21 he left. So I couldn't see him  
22 anymore.  
23 A. (Witness speaks in Korean)



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1 MS. SONG: And then he  
2 came back in and then I followed  
3 him upstairs.

4 Q. Did you follow him or did  
5 he tell you to go upstairs?

6 MS. SONG: (Translates  
7 into Korean)

8 A. (Witness speaks in Korean)

9 MS. SONG: He told me to  
10 come with him.

11 Q. Now, when you -- I want to  
12 make sure that I understand. You're  
13 saying that --

14 MS. SONG: (Translates  
15 into Korean)

16 Q. You never told Mr. Cyrus  
17 that you didn't mind Mr. Kim's  
18 opinion because your boss was  
19 controlled by the head office?

20 MS. SONG: (Translates  
21 into Korean)

22 A. (Witness speaks in Korean)

23 MS. SONG: I don't

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1 Q. Did you ever hear during  
2 the meeting Mr. Kim say that the  
3 repair that was being performed by  
4 HMMA on the buffing marks should be  
5 charged to Murakami?

6 MS. SONG: (Translates  
7 into Korean)

8 A. (Witness speaks in Korean)

9 MS. SONG: I don't  
10 remember.

11 Q. Do you recall Mr. Kim  
12 saying that the meeting was to  
13 discuss the fundamental and  
14 systemic quality issues?

15 MS. SONG: (Translates  
16 into Korean)

17 A. (Witness speaks in Korean)

18 MS. SONG: I don't  
19 remember.

20 A. (Witness speaks in Korean)

21 MS. SONG: It's been over  
22 two years and --

23 A. (Witness speaks in Korean)

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1 remember.

2 Q. And just so I'm clear,  
3 where is the head office?

4 MS. SONG: (Translates  
5 into Korean)

6 A. (Witness speaks in Korean)

7 MS. SONG: In Seoul,  
8 Korea.

9 Q. And who is the boss who is  
10 controlled by the head office?

11 MS. SONG: (Translates  
12 into Korean)

13 A. (Witness speaks in Korean)

14 MS. SONG: At that time?

15 Q. Yes.

16 MS. SONG: (Translates  
17 into Korean)

18 A. (Witness speaks in Korean)

19 MS. SONG: Jae Hong Kim,  
20 vice president.

21 A. (Witness speaks in Korean)

22 MS. SONG: Seung Hwan Ko,  
23 general manager.

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1 MS. SONG: And at that  
2 time I had been there only one  
3 month.

4 A. (Witness speaks in Korean)

5 MS. SONG: And everything  
6 seemed still strange to me at that  
7 time.

8 A. (Witness speaks in Korean)

9 MS. SONG: I can't recall  
10 all the little detail by detail.

11 Q. Did you ever hear Mr. Rob  
12 Cyrus saying that the accurate  
13 downtime was the main or root issue  
14 to be discussed?

15 MS. SONG: (Translates  
16 into Korean)

17 A. (Witness speaks in Korean)

18 MS. SONG: I don't  
19 remember.

20 Q. That was the issue listed  
21 on the agenda, wasn't it?

22 MS. SONG: (Translates  
23 into Korean)



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1 MR. BOSTICK: Objection.  
 2 Asked and answered.  
 3 Q. You can answer.  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 MR. BOSTICK: This is the  
 7 last time about what --  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 MR. BOSTICK: -- the  
 11 agenda says.  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 MR. BOSTICK: I mean,  
 15 that's like the eighth time.  
 16 Q. He can answer.  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Could you  
 21 repeat the question?  
 22 Q. The issue listed on the  
 23 agenda --

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 Q. -- is downtime?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Yes.  
 8 Q. Did Mr. Kim tell you that  
 9 he was going to make notes or  
 10 report about the meeting?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No.  
 15 Q. Did you discuss with  
 16 anyone else the writing of notes?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 MR. BOSTICK: Object to  
 20 the form.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Which memo?  
 23 Q. Writing of notes about the

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1 meeting.  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Which memo  
 6 about the meeting?  
 7 Q. Well, you wrote this  
 8 Exhibit Number One --  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: This one  
 13 (indicating)?  
 14 Q. Yes.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: What about this  
 19 one?  
 20 Q. Did you discuss with  
 21 anyone else that they were asked to  
 22 write minutes?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MR. RAYMOND KIM: No.  
 4 (Speaks in Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: No.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: I just -- I  
 9 heard it, just me.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Through Mr.  
 12 Hyung, vice president Joo Soo Ahn  
 13 told me to write a memo on the  
 14 meeting.  
 15 Q. Did you ever discuss with  
 16 Rob Cyrus --  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 Q. -- that he had been asked  
 20 to write a report about the  
 21 meeting?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I don't  
 3 remember.  
 4 Q. Did you ever discuss with  
 5 Mr. Jason Chi whether he had been  
 6 asked to write minutes about the  
 7 meeting?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: No.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: No, I didn't  
 14 hear anything.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I just know  
 17 what I was ordered to do.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: So I wrote mine  
 20 up and then I delivered it.  
 21 Q. And who did you deliver it  
 22 to?  
 23 MS. SONG: (Translates

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1 HMMA then he is CEO.  
 2 Q. So he has a position in  
 3 HMC as a vice president but in HMMA  
 4 he's president; is that correct?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. And do you understand that  
 10 Mr. Kim is a vice president of  
 11 HMMA?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: All I know is I  
 16 know him as COO.  
 17 Q. And what is his position  
 18 in HMC?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I don't know  
 23 what that means.

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: To the vice  
 4 president. I hand-delivered it  
 5 myself to the vice president Mr.  
 6 Ahn.  
 7 Q. And that would be Mr. Ahn?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Mr. Ahn. Yes,  
 12 J.S. Ahn.  
 13 MR. CYRUS: He's  
 14 president, not the vice president.  
 15 Q. Is he the president or the  
 16 vice president?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: His title seen  
 21 from Korea is vice president.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: But seen from

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1 A. Senior director.  
 2 MS. SONG: Senior director  
 3 perhaps.  
 4 MR. STOCKHAM: Just a  
 5 minute. We may be through.  
 6 (Whereupon, a brief  
 7 recess was taken in  
 8 the deposition.)  
 9 (Whereupon, an  
 10 off-the-record  
 11 discussion was held.)  
 12 MR. RAYMOND KIM: Are you  
 13 done?  
 14 MR. STOCKHAM: Done, done,  
 15 done.  
 16  
 17 FURTHER THE DEPONENT SAITH NOT  
 18  
 19  
 20  
 21  
 22  
 23

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## 1 CERTIFICATE

2  
3 STATE OF ALABAMA )  
4 JEFFERSON COUNTY )  
56 I hereby certify that the above  
7 and foregoing deposition was taken  
8 down by me in stenotype, and the  
9 questions and answers thereto were  
10 reduced to typewriting under my  
11 supervision, and that the foregoing  
12 represents a true and correct  
13 transcript of the deposition given  
14 by said witness upon said hearing.15 I further certify that I am  
16 neither of counsel nor kin to the  
17 parties to the action, nor am I in  
18 anywise interested in the result of  
19 said cause.  
20  
2122 Sandra Peebles Daniel  
23 Commissioner

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1 According to the Rules of Civil  
2 Procedure, you will have thirty  
3 (30) days from the date you receive  
4 this deposition in which to read,  
5 sign, and return your deposition to  
6 the above office. If you fail to  
7 do so, you automatically waive your  
8 right to make any corrections to  
9 your deposition.  
10  
11  
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## 1 INSTRUCTIONS TO THE WITNESS

2 Please read your deposition  
3 over carefully before you sign it.  
4 You should make all your changes to  
5 the attached errata sheet. Please  
6 do not mark on the original  
7 deposition.  
89 After making any changes which  
10 you have noted on the attached  
11 errata sheet, sign your name on the  
12 errata sheet and date it, then sign  
13 your deposition at the end of your  
14 testimony in the space provided.  
15 You are signing it subject to the  
16 changes you have made on the errata  
17 sheet, which will be attached to  
18 the deposition.  
1920 Return the original errata  
21 sheet and transcript to Daniel  
22 Court Reporting, 1310 32nd Street  
23 South, Birmingham, Alabama, 35202.

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1 SIGNATURE PAGE OF  
2 J. Y. CHOI  
34 I hereby do acknowledge that I  
5 have read the foregoing deposition  
6 and that the same is a true and  
7 correct transcription of the  
8 answers given by me to the  
9 questions propounded, except for  
10 the changes, if any, noted on the  
11 attached errata sheet.  
12  
13

14 WITNESS: \_\_\_\_\_

15  
16 DATE: \_\_\_\_\_  
17  
18  
19  
20  
21  
22  
23

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1	PAGE	LINE	EXPLANATION
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21			<u>J. Y. Choi</u>
22			
23			<u>DATE</u>

#10

구미 최경연 부장

9/16 무라카미 회의시 발생상황

1. 일자 : 9/16 10:00 ~

2. 회의사항



1) 회의초기 9/1~9/13 사이 발생된 업체별 품질문제 현황에 대한 HMMA QC측의 사전 설명있었음.

2) 무라카미의 첫번째로 발표로 회의가 진행 시작함

3) 무라카미는 BUFF &amp; BAG MARK에 대한 개선 대책과 현재 사용중인 NF 납품용기 문제점 개선대책발표

-현재 사용중인 용기 SMPL과 타사 납품용기차이점을 사진을 가지고 설명

-CM부터는 PALLET 형태의 용기 사용을 금일 아침 글로비스에서 용기 관련 사항을 사전 협의함을 보고

4) 업체 발표 도중 ROB CYRUS가 업체로 반송된 불량품 현재 글로비스가 사용중인 포크리프트의 전복으로 손상된 부품도 있다며 업체가 제시한 사진으로 이의 제기를 함.

5) 이에, 김이사님이 풍역을 통해 금일 회의 주제에 벗어나는 사항은 언급치 말라고 첫번째 지시함.

6) 김이사님이 무라카미에 몇년동안 미려를 만들었는지(60년 공급이력), 공급업체가 어디인지(토요다/누미/니산) 추가 질문하심.

7) 도장 CURING TIME 높여야 되는것을 이제 알았느냐? 포장장소의 밝기가 1000LUX-&gt;2500LUX로 높이는 것을 왜 이제야 하느냐?

9) 타사에는 양품을 공급하고 HMMA는 현대라서 불량품을 납품해도 된다는 생각을 버려라라고 추가로 야단치심.

9) 이때 ROB SYRUS가 금주 화요일 발생된 불량 때문에 200문의 LILE정지 CLAIM이 업체로 청구되었고 주 문제는 BUFF MARK가 아닌 SCRATCH 문제라며 글로비스의 HANDL'G 과정상의 문제점과 글로비스에 있는 QLS라는 용역사의 문제점을 제기함

10) 김이사님이 글로비스 최진호부장을 호출하시면서 본건은 회의 주제와 관련이 없으니 별도 실무 회의를 하라고 2차 지시함

11) 본 회의는 품질문제 관련 회의이니 더 이상 무라카미에 SCRATCH 문제는 본회의에서 제기하지 말라고 다시 지시하셨습니다

12) 그럼에도 ROB CYRUS가 불량 고품도 접수 못한 업체에게 수요일날 인력해서 금요일 회의에 참석하라고 하는건 문제가 있다고

이의 제기하였고, 최정원부장이 서영수부장에게 차기 회의부터는 사전 안전조율/업체와 협의를 통해 회의가 진행될 수 있도록 요청함

13) 그럼에도 불구하고 ROB CYRUS가 계속 문제 제기를 하며 HMMA의 미국인 생산담당자들과 논박을 계속함.

14) 그순간 무라카미 영업 직원이 O/S MIRROR를 양손으로 들고 치면서 SCRATCH를 남. 문제는 SCRATCH이며 이로 인하여 무라카미는 많은 손해를 보고 있고, SCRATCH는 글로비스와 HMMA 내부 HANDL'G 과정상에서도 발생할 수도 있으며

금일 아침에 본인들이 글로비스에서 확인해본 결과 무양전 제품이 포개진 상태로 적재 되어 있었고, 이에 대한 수차례 개선요청

글로비스 현지직원에게 요청하였으며, 무라카미 직원이 2주간 상주하면서 QLS 직원을 교육을 시켰으나

일일적임에 따라 인원 변동 및 QLS 외에는 타 용역업체를 글로비스에서 쓸수없는 관계로 문제가 많다고 불만을 제기하였음

15) 추가로 무라카미 품질 직원이 어제 HMMA로부터 반송된 제품 280개중 89%가 자선들 검사결과 양품이고 나머지 11%는

SCRATCH에 의한 불량이라고 격한 행동으로 항의함

1)에 김회영 이사님이 "ROB" 이름을 큰소리로 부르다가 "최부장, 내가 품질문제 온종일에서 벗어나는 안전을 나중에 반드시 협의하려고 했잖아~" 라고 화를 내시면서 차기 회의는 품질본부에서 주관해서 업무회의를 하라고 하시고는 회의장을 나가셨습니다

0252



- 17) 이후 약 2분뒤에 다시 회의실로 들어오셔서 '구매최정원부장' '중장박성도부장'을 따라오라고 하시어 2층 회의실로 갑니다
- 18) 김이사께서는 나는 다시는 본질회의를 하시지 않겠다고 하시고 'PPG GLASS건 문제때도 정치적이란는 이야기를 들었고' 'LEAR시트 문제 회의후에도 항의성 편지가 오고' '금일 우리끼리 회의때도 업체가 반발'하는데 이렇게 해서는 더 이상 회의를 할수 없다
- 19) 약 20여분간 심한 졸목을 줄고 구매최부장이 '용서해 주십시오' '노여움 무십시오'라고 머리를 조아리고 앞을 보았습니다.

09-14-'06 15:18 FROM-stockham pc

2058799990

T-346 P005/021 F-955

**Cyrus, Robert C HMMA/Part Development**

**From:** McClain, Christopher C HMMA/Parts Development  
**Sent:** Monday, October 03, 2005 9:50 AM  
**To:** Cyrus, Robert C HMMA/Part Development  
**Subject:** FW: C.O.O. Meeting Observation  
**Importance:** High

FYI, you were copied too...

**Chris McClain**

Buyer - Parts Development

Hyundai Motor Manufacturing Alabama, LLC

PHONE: (334) 387-8172

FAX: (334) 387-8298

Email: chrismcclain@hmmausa.com

[www.hmmausa.com](http://www.hmmausa.com)**HYUNDAI****WARNING:**

*The information contained in this communication is confidential, may be Hyundai-Supplier privileged, and is intended only for the addressee. Unauthorized use, disclosure, or copying of this communication or any part thereof is strictly prohibited and may be unlawful. If you receive this communication in error, please notify us immediately by return e-mail or by calling the number above, and destroy this communication and all copies thereof, including all attachments.*

## -----Original Message-----

**From:** McClain, Christopher C HMMA/Parts Development  
**Sent:** Friday, September 16, 2005 3:27 PM  
**To:** Choi, Jung Yun HMMA/Parts Development  
**Cc:** Cyrus, Robert C HMMA/Part Development  
**Subject:** C.O.O. Meeting Observation

Hello Mr. Choi...below is a summary of what I observed in the meeting this morning.

- Our mirror supplier, Murakami was called in and asked to do a short presentation regarding an issue that occurred earlier this week
- Murakami had not received the parts in question to do root cause analysis and requested that they be allowed to attend next Friday's meeting
- In an effort to comply with HMMA's request, the supplier's quality general manager, sales general manager and VP of manufacturing re-arranged their schedules to attend this meeting
- After beginning the presentation, it became clear that Murakami would not be allowed to address the real cause of the rejected parts although they were listed on HMMA's agenda
- Murakami personnel became upset that after driving 8 hours to be here, they were not being allowed to speak
- Parts development staff attempted to explain the supplier's position, they were told that the meeting was not the place to discuss these issues.
- The suppliers point of view is that if they were not to speak, there was not reason for them to come to HMMA on such short notice
- Staff from other departments made negative non-factual comments about the supplier's parts...again, purchasing staff intervened in an attempt to stick to facts and be fair.
- Neither purchasing, nor the supplier denies that there was an issue on a sample of parts, but the real

10/3/2005

0373

09-14-'06 15:18 FROM-stockham pc

2058799990

T-346 P006/021 F-955

consensual root cause was not able to be discussed.

- At not time, were purchasing staff disrespectful during the meeting. They were trying to do the right thing by addressing real issues which was supposed to be the reason for having the meeting.

**Chris McClain**

Buyer - Parts Development

**Hyundai Motor Manufacturing Alabama, LLC**

PHONE: (334) 387-8172

FAX: (334) 387-8298

Email: [chrismcclain@hmmausa.com](mailto:chrismcclain@hmmausa.com)

[www.hmmausa.com](http://www.hmmausa.com)



**WARNING:**

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---

# Exhibit C

IN THE UNITED STATES DISTRICT COURT FOR  
THE MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION

ROBERT CYRUS,                     )  
   )  
Plaintiff,                         )  
   )  
vs.                                 ) Civil Action No.  
   ) 2:07-cv-144-ID  
   )  
HYUNDAI MOTOR                     )  
MANUFACTURING                     )  
OF ALABAMA LLC,                     )  
   )  
Defendant.                         )

DEPOSITION OF HOEA IL KIM

S T I P U L A T I O N S

IT IS STIPULATED AND AGREED,  
by and between the parties through



Page 2

1 their respective counsel, that the  
 2 deposition of HOEA IL KIM may be  
 3 taken before Sandra Peebles Daniel,  
 4 Commissioner, Notary Public, State  
 5 at Large, at the offices of MAYNARD  
 6 COOPER & GAYLE, PC, RSA UNION  
 7 BUILDING, 100 Union Street, Suite  
 8 650, Montgomery, Alabama, 36104, on  
 9 the 29th day of November, 2007,  
 10 beginning at approximately 9:30 a.m.  
 11 IT IS FURTHER STIPULATED AND  
 12 AGREED that the reading of and  
 13 signature to the deposition by the  
 14 witness is not waived, the  
 15 deposition to have the same force  
 16 and effect as if full compliance had  
 17 been had with all laws and rules of  
 18 Court relating to the taking of  
 19 depositions.  
 20 IT IS FURTHER STIPULATED AND  
 21 AGREED that it shall not be  
 22 necessary for any objections to be  
 23 made by counsel to any questions,

Page 3

1 except as to form or leading  
 2 questions, and that counsel for the  
 3 parties may make objections and  
 4 assign grounds at the time of the  
 5 trial, or at the time said  
 6 deposition is offered in evidence,  
 7 or prior thereto.  
 8 IT IS FURTHER STIPULATED AND  
 9 AGREED that notice of filing of the  
 10 deposition by the Commissioner is  
 11 waived.  
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1 INDEX  
 2 EXAMINATION BY: PAGE:  
 3 Mr. Stockham ..... 10  
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7 EXHIBITS  
 8 FOR THE PLAINTIFF: PAGE:  
 9 Exhibit 1 ..... 40  
 10 (presentation topics for  
 11 week of 9-16-2005)  
 12 Exhibit 2 ..... 50  
 13 (document in Korean)  
 14 Exhibit 3 ..... 60  
 15 (document in Korean)  
 16 Exhibit 4 ..... 208  
 17 (diagram)  
 18  
 19  
 20  
 21  
 22  
 23

Page 5

1 APPEARANCES  
 2  
 3 BEFORE:  
 4 Sandra Peebles Daniel,  
 5 Commissioner, Notary Public  
 6  
 7 FOR THE PLAINTIFF:  
 8 Mr. Richard J. Stockham  
 9 STOCKHAM, CARROLL & SMITH, P.C.  
 10 2204 Lakeshore Drive  
 11 Suite 114  
 12 Birmingham, Alabama 35209  
 13  
 14 FOR THE DEFENDANT:  
 15 Mr. Brian R. Bostick  
 16 OGLETREE, DEAKINS, NASH,  
 17 SMOAK & STEWART, P.C.  
 18 One Federal Place  
 19 Suite 1000  
 20 1819 5th Avenue North  
 21 Birmingham, Alabama 35203  
 22  
 23

Page 6

1 FOR THE DEFENDANT: (continued)  
 2 Mr. David Perry  
 3 MAYNARD COOPER & GAYLE PC  
 4 1901 6th Avenue North  
 5 2400 Regions Harbert Plaza  
 6 Birmingham, Alabama 35203-2618  
 7  
 8 Ms. Myung Kim  
 9 OGLETREE DEAKINS NASH SMOAK &  
 10 STEWART  
 11 10 Madison Avenue  
 12 Suite 402  
 13 Morristown, New Jersey 07960  
 14  
 15 ALSO PRESENT:  
 16 Hyoun Joo Song (interpreter)  
 17 Raymond K. Kim (interpreter)  
 18 In Chul Kim  
 19 Richard E. Neal  
 20 Robert Cyrus  
 21  
 22  
 23

Page 7

1 I, Sandra Peebles Daniel, a  
 2 Court Reporter of Birmingham,  
 3 Alabama, Notary Public, State at  
 4 Large, acting as Commissioner,  
 5 certify that on this date, as  
 6 provided by Rule 30 of the Alabama  
 7 Rules of Civil Procedure, and the  
 8 foregoing stipulation of counsel,  
 9 there came before me at the offices  
 10 of MAYNARD COOPER & GAYLE, PC, RSA  
 11 UNION BUILDING, 100 Union Street,  
 12 Suite 650, Montgomery, Alabama,  
 13 36104, on the 29th day of November,  
 14 2007, at or about 9:30 a.m., HOEA IL  
 15 KIM, witness in the above cause, for  
 16 oral examination, whereupon the  
 17 following proceedings were had:  
 18  
 19 THE COURT REPORTER: Usual  
 20 stipulations?  
 21 MR. BOSTICK: I think he --  
 22 we may want to contemplate the idea  
 23 of reading and signing. How that

Page 8

1 will be done is another question but  
 2 I'm going to reserve that right.  
 3  
 4 HYOUN JOO SONG, interpreter,  
 5 having first been duly sworn, was  
 6 examined and testified as follows:  
 7  
 8 RAYMOND K. KIM, interpreter,  
 9 having first been duly sworn, was  
 10 examined and testified as follows:  
 11  
 12 HOEA IL KIM, witness,  
 13 having first been duly sworn  
 14 through Interpreter Song, was  
 15 examined and testified as follows:  
 16  
 17 MR. STOCKHAM: All right.  
 18 Before we begin if we would go  
 19 around and identify all the parties  
 20 and individuals present. Rob  
 21 Cyrus, the plaintiff, is to my  
 22 left. I am Richard Stockham. To  
 23 my right is Mr. Raymond Kim. He is

Page 9

1 a translator.  
 2 MS. SONG: And then Hyoun  
 3 Joo Song as an interpreter.  
 4 MR. BOSTICK: H.I. Kim  
 5 with -- HMMA's witness today.  
 6 Brian Bostick and Myung Kim from  
 7 Ogletree Deakins.  
 8 MR. PERRY: David Perry  
 9 from Maynard Cooper on behalf of  
 10 HMA.  
 11 MR. NEAL: And Rick Neal,  
 12 vice president, legal and general  
 13 counsel for HMMA.  
 14 MR. I.C. KIM: I.C. Kim,  
 15 legal coordinator of HMMA.  
 16 THE COURT REPORTER: I'm  
 17 sorry? Legal?  
 18 MR. I.C. KIM: Legal  
 19 coordinator.  
 20 MR. BOSTICK: Coordinator.  
 21 MR. I.C. KIM:  
 22 Coordinator.  
 23

Page 10

1 EXAMINATION BY MR. STOCKHAM:  
 2 Q. (By Mr. Stockham) State  
 3 your name for the record, please,  
 4 sir.  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Hoea Il Kim.  
 9 Q. Mr. Kim, have you ever  
 10 given a deposition?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: I don't  
 15 understand -- I don't know the  
 16 meaning of, deposition.  
 17 Q. Have you ever given sworn  
 18 testimony?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: This is my  
 23 first time.

Page 11

1 Q. The rules of the  
 2 deposition.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 Q. I will ask you a question.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. If you don't understand  
 9 the question --  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 Q. -- let me know and I'll  
 13 rephrase it.  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 Q. Otherwise --  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 Q. -- your answer will be  
 20 assumed to be correct.  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 Q. Okay?

Page 12

1 A. (Witness speaks in Korean)  
 2 MS. SONG: Yes.  
 3 Q. Do you speak English?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Not very well.  
 8 Q. Can you understand me?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: No.  
 13 Q. Tell me your -- I want to  
 14 ask some background information.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 Q. Are you on any medication  
 18 today?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: No.  
 23 Q. Have you ever been

Page 13

1 arrested?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: No.  
 6 Q. Have you ever pled guilty  
 7 to a crime?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: No.  
 12 Q. Have you reviewed anything  
 13 in preparation for your deposition  
 14 today?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: No.  
 19 Q. Have you talked to anyone  
 20 other than your lawyer in  
 21 preparation for the deposition  
 22 today?  
 23 MS. SONG: (Translates

Page 14

1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. Where do you live?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Are you asking  
 9 my current address or are you  
 10 asking -- I'm not understanding you  
 11 correctly. I'm not sure if you're  
 12 asking for my current home address  
 13 or the company address.  
 14 Q. Home address.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I live within  
 19 Montgomery city.  
 20 Q. How long have you lived  
 21 there?  
 22 MS. SONG: (Translates  
 23 into Korean)

Page 15

1 A. (Witness speaks in Korean)  
 2 MS. SONG: Around two  
 3 years and two months.  
 4 Q. Do you live in a house or  
 5 apartment?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I don't know.  
 10 When you say, house, I'm not sure  
 11 if you're asking a residential  
 12 house or an apartment. I'm not  
 13 sure what you're referring to.  
 14 Q. Do you live in an  
 15 apartment?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: No.  
 20 Q. Do you live in a  
 21 condominium?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: No.  
 3 Q. Do you live in a house?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: When you say,  
 8 house, do you refer to single  
 9 family house?  
 10 Q. Yes.  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes.  
 15 Q. Do you live alone?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I have my  
 20 family who lives with me.  
 21 Q. Who?  
 22 MS. SONG: (Translates  
 23 into Korean)

Page 17

1 A. (Witness speaks in Korean)  
 2 MS. SONG: My wife and my  
 3 son.  
 4 Q. How old is his son?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: It would be  
 9 thirteen years old.  
 10 Q. Is he in school?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes.  
 15 Q. Where?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Montgomery  
 20 Academy.  
 21 Q. Does his -- does your wife  
 22 work?  
 23 MS. SONG: (Translates

Page 18

1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. I want to ask you about  
 5 your education.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. Do you have a degree from  
 9 a university?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: Yes.  
 14 Q. Where?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: In Korea.  
 19 Q. Which university?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Ulsan

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1 University.  
 2 Q. Where is that?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: In Ulsan.  
 7 Q. What degree?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: In metal  
 12 engineering.  
 13 Q. When did you get it?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: 1978, in March.  
 18 Q. Do you have any  
 19 post-graduate degree?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: No.

Page 20

1 Q. How old are you?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Fifty-four.  
 6 Q. Do you have any English  
 7 education?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I don't  
 12 understand your question.  
 13 Q. Did you go to school to  
 14 learn English?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Yes.  
 19 Q. When?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: In middle

Page 21

1 school and high school.  
 2 Q. Did you have any special  
 3 education in English after college?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No.  
 8 Q. Before you came to  
 9 Montgomery have you ever lived in  
 10 the United States?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Are you  
 15 referring --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: What do you  
 18 mean when you say, elsewhere in the  
 19 United States?  
 20 Q. Anywhere.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: (Translates  
 23 into Korean)



Page 22

1 A. (Witness speaks in Korean)  
 2 MS. SONG: I was in Korea  
 3 before.  
 4 Q. You've never lived  
 5 anywhere in the United States  
 6 before coming to Montgomery,  
 7 Alabama?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Yes, that's  
 12 right.  
 13 Q. When you came to  
 14 Montgomery, Alabama do you remember  
 15 the date?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: May 31st of  
 20 2005.  
 21 Q. What position did you come  
 22 to Montgomery, Alabama in?  
 23 MS. SONG: (Translates

Page 23

1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Chief operating  
 4 officer.  
 5 Q. Chief operating officer of  
 6 what company?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 MR. BOSTICK: Can we go  
 10 off the record?  
 11 MR. STOCKHAM: Sure.  
 12 (Whereupon, an  
 13 off-the-record  
 14 discussion was held.)  
 15 Q. (By Mr. Stockham) Head of  
 16 factory of what company?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Hyundai Motor  
 21 America.  
 22 Q. Who was your boss?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Joo Soo Ahn.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: President.  
 6 Q. Before you came to  
 7 Montgomery where did you work?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Hyundai Motor  
 12 factory in Asan factory.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: In Korea.  
 15 Q. Where is that? What town  
 16 is that located in?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: In province of  
 21 South Chungcheong, in city of Asan.  
 22 Perhaps county of Inchu.  
 23 Q. In what position were you

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1 working before you came to  
 2 Montgomery?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Head of the --  
 7 MS. MYUNG KIM:  
 8 Manufacturing.  
 9 MS. SONG: --  
 10 manufacturing. Thank you.  
 11 Q. Is that the same position  
 12 that you held when you came to  
 13 Montgomery?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: It would have  
 18 been different in Asan factory.  
 19 Q. What's the difference?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: In Asan factory

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1 I was the head of the  
2 manufacturing. But when I came  
3 over to Montgomery I was the head  
4 of the factory.

5 Q. I'm confused. What's the  
6 difference?

7 MS. SONG: (Translates  
8 into Korean)

9 A. (Witness speaks in Korean)

10 MS. SONG: When I was in  
11 Asan factory. The factory was just  
12 one division of the Hyundai  
13 company.

14 A. (Witness speaks in Korean)

15 MS. SONG: And the factory  
16 in the United States --

17 A. (Witness speaks in Korean)

18 MS. SONG: Hyundai Motor  
19 America is a small -- small company  
20 of Hyundai itself.

21 Q. Are your duties different?

22 MR. BOSTICK: Object to  
23 the form.

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1 MS. SONG: (Translates  
2 into Korean)

3 A. (Witness speaks in Korean)

4 MS. SONG: Yes, it is  
5 different.

6 Q. How are your duties  
7 different?

8 MS. SONG: (Translates  
9 into Korean)

10 A. (Witness speaks in Korean)

11 MS. SONG: When I was in  
12 Asan factory the engineering part  
13 was not under my supervision.

14 A. (Witness speaks in Korean)

15 MR. RAYMOND KIM: I have a  
16 problem.

17 MS. SONG: I'm sorry.

18 MR. RAYMOND KIM: He  
19 mentioned that -- engine division.

20 MS. SONG: Engine  
21 division, okay.

22 MR. RAYMOND KIM: That's  
23 the division that --

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1 MS. SONG: Sorry.

2 MR. RAYMOND KIM: --  
3 manufactures engine. Not  
4 engineering.

5 MS. SONG: Engine  
6 division.

7 MS. MYUNG KIM: I'm with  
8 him.

9 MR. STOCKHAM: Okay.

10 Q. (By Mr. Stockham) So the  
11 correct translation would be that  
12 in Korea --

13 MR. RAYMOND KIM: In Asan  
14 the engineering division was not --

15 MS. MYUNG KIM: No, not  
16 engineering.

17 MR. RAYMOND KIM: -- in  
18 his jurisdiction.

19 MR. STOCKHAM: The engine  
20 division.

21 MS. MYUNG KIM: Engine  
22 division.

23 MS. SONG: Engine

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1 division.

2 MR. RAYMOND KIM: Engine  
3 division was not in his  
4 jurisdiction.

5 MR. STOCKHAM: I see.  
6 Okay.

7 A. (Witness speaks in Korean)

8 MS. SONG: And then --

9 A. (Witness speaks in Korean)

10 MS. SONG: So the safety  
11 issues and the architectural field  
12 was not part of my responsibilities  
13 in Asan factory. But whereas here  
14 it was all included.

15 Q. (By Mr. Stockham) How  
16 long were you head of manufacturing  
17 in Korea?

18 MS. SONG: (Translates  
19 into Korean)

20 A. (Witness speaks in Korean)

21 MS. SONG: Approximately  
22 three years and six months.

23 Q. What position did you hold

Page 30	Page 32
<p>1 before that?</p> <p>2 MS. SONG: (Translates</p> <p>3 into Korean)</p> <p>4 A. (Witness speaks in Korean)</p> <p>5 MS. MYUNG KIM: Manager --</p> <p>6 can I step in? Manager of</p> <p>7 manufacturing.</p> <p>8 MR. STOCKHAM: Is that</p> <p>9 okay?</p> <p>10 MR. RAYMOND KIM: Yeah.</p> <p>11 Q. Manager of --</p> <p>12 A. Manufacture control</p> <p>13 department.</p> <p>14 MS. MYUNG KIM:</p> <p>15 Manufacture --</p> <p>16 MS. SONG: Manufacture --</p> <p>17 Q. Manufacturing control</p> <p>18 department?</p> <p>19 A. Yeah.</p> <p>20 Q. Manufacturing control</p> <p>21 department in Asan?</p> <p>22 MS. SONG: (Translates</p> <p>23 into Korean)</p>	<p>1 department?</p> <p>2 MS. SONG: (Translates</p> <p>3 into Korean)</p> <p>4 A. Yeah.</p> <p>5 MS. SONG: Yes.</p> <p>6 Q. So you went from manager</p> <p>7 in the welding department to</p> <p>8 manager of manufacturing?</p> <p>9 MR. RAYMOND KIM:</p> <p>10 Manufacturing --</p> <p>11 MS. MYUNG KIM: Control.</p> <p>12 MR. RAYMOND KIM: --</p> <p>13 control.</p> <p>14 Q. Manufacturing control?</p> <p>15 MS. SONG: (Translates</p> <p>16 into Korean)</p> <p>17 A. (Witness nods head</p> <p>18 affirmatively.)</p> <p>19 Q. Who promoted you?</p> <p>20 MS. SONG: (Translates</p> <p>21 into Korean)</p> <p>22 MR. BOSTICK: Object to</p> <p>23 the form.</p>
Page 31	Page 33
<p>1 A. (Witness speaks in Korean)</p> <p>2 MS. SONG: Yes.</p> <p>3 Q. How long were you in that</p> <p>4 position?</p> <p>5 MS. SONG: (Translates</p> <p>6 into Korean)</p> <p>7 A. (Witness speaks in Korean)</p> <p>8 MS. SONG: I cannot recall</p> <p>9 accurately but approximately three</p> <p>10 years.</p> <p>11 Q. And before that?</p> <p>12 MS. SONG: (Translates</p> <p>13 into Korean)</p> <p>14 A. (Witness speaks in Korean)</p> <p>15 MS. MYUNG KIM: Auto body.</p> <p>16 MS. SONG: Auto body.</p> <p>17 A. (Witness speaks in Korean)</p> <p>18 MS. SONG: Welding?</p> <p>19 A. Welding department.</p> <p>20 MS. SONG: Welding</p> <p>21 department.</p> <p>22 Q. Welding department?</p> <p>23 Were you a manager in that</p>	<p>1 A. (Witness speaks in Korean)</p> <p>2 MR. BOSTICK: Which</p> <p>3 position are you talking about?</p> <p>4 Q. I'm sorry. From the</p> <p>5 welding --</p> <p>6 A. (Witness speaks in Korean)</p> <p>7 MS. SONG: I don't know</p> <p>8 what you mean, who promoted you,</p> <p>9 because the company itself promotes</p> <p>10 you, not certain person.</p> <p>11 Q. You don't know whether a</p> <p>12 particular boss recommended your</p> <p>13 promotion?</p> <p>14 MR. BOSTICK: Object to</p> <p>15 the form.</p> <p>16 MS. SONG: (Translates</p> <p>17 into Korean)</p> <p>18 A. (Witness speaks in Korean)</p> <p>19 MS. SONG: We have a</p> <p>20 policy within the company. There</p> <p>21 is three individuals within the</p> <p>22 human resources who get to decide,</p> <p>23 but not certain individual who gets</p>

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1 to decide that.  
 2 Q. Who decided that you would  
 3 leave Korea and come to America?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: I wouldn't know  
 8 that.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I just followed  
 11 the company's order.  
 12 Q. Was that a promotion?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 MR. BOSTICK: Object to  
 16 the form.  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: I don't know  
 21 the meaning of, promotion. I mean,  
 22 it was a transfer.  
 23 Q. Did you have an increase

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1 in pay?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I don't know  
 6 what to tell you, whether it was an  
 7 increase in pay or not. Because  
 8 the pay system within Korea is  
 9 different from that in United  
 10 States.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: Oversea.  
 13 Q. Was it a higher title?  
 14 Was it an increase in title?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 MS. MYUNG KIM: (Speaks in  
 18 Korean.)  
 19 MS. SONG: I'm sorry?  
 20 MS. MYUNG KIM: (Speaks in  
 21 Korean)  
 22 MS. SONG: (Speaks in  
 23 Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Are you asking  
 3 me about the pay or the position,  
 4 the level --  
 5 Q. Level --  
 6 MS. SONG: -- of rank?  
 7 Q. Asking about the level.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I guess you  
 12 could consider that there was an  
 13 increase in level since I became  
 14 the head of the factory.  
 15 Q. Do you have a visa?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Are you  
 20 referring to US visa?  
 21 Q. Yes.  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Yes, I have it.  
 3 Q. How long is your visa for?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: I cannot recall  
 8 accurately.  
 9 Q. I understand you are  
 10 returning to Korea in December?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: For employees  
 15 who are staying overseas, not only  
 16 limited to United State, but who  
 17 are overseas, they are required to  
 18 go back to the headquarter each  
 19 year.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: So all  
 22 employees who are stationed overseas  
 23 is required to go back to Korea for

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1 a week at the end of the year to  
 2 get education.  
 3 Q. Is this a company  
 4 requirement?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes, that's  
 9 right.  
 10 Q. Will you be coming back  
 11 after that?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Yes, that's  
 16 right.  
 17 Q. Do you know how long your  
 18 time in America will be when you  
 19 come back?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I wouldn't know

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1 that.  
 2 Q. Have you applied for a  
 3 green card?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No, I did not.  
 8 Q. I now want to discuss the  
 9 events of the Murakami meeting in  
 10 September 16th, 2005.  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 MS. MYUNG KIM: (Speaks in  
 14 Korean)  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. Yeah.  
 18 Q. Do you recall the events  
 19 of that meeting?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Not in details.

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1 Q. Was that a meeting that  
 2 you called?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Yes.  
 7 (Whereupon, Plaintiff's  
 8 Exhibit One  
 9 was marked for  
 10 identification.)  
 11 Q. Is this (indicating) the  
 12 agenda that was prepared for that  
 13 meeting?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I've never seen  
 18 this before.  
 19 Q. Did you have an agenda  
 20 prepared for that meeting?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Yes.  
 2 Q. Was it in English or  
 3 Korean?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: There was  
 8 nothing prepared so I wouldn't know  
 9 that.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I did not make  
 12 an agenda myself.  
 13 Q. Did you ever see an  
 14 agenda?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: No.  
 19 Q. So you don't know whether  
 20 an agenda was prepared by someone  
 21 at the plant?  
 22 MR. BOSTICK: Object to  
 23 the form.



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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Since --  
5 ultimately, since there were many  
6 defected goods I ordered that we  
7 summon the companies that were  
8 making a lot of defected goods that  
9 we could have a meeting with them.  
10 Q. Did you direct anyone to  
11 prepare an agenda?  
12 MS. SONG: (Translates  
13 into Korean)  
14 MR. BOSTICK: Object to  
15 the form. Can you clarify -- are  
16 you talking about an agenda  
17 document?  
18 MR. STOCKHAM: Yes.  
19 MR. BOSTICK: Okay. Can  
20 you clarify that? I think that may  
21 help.  
22 Q. Did you direct anyone to  
23 prepare an agenda document?

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1 MS. SONG: (Translates  
2 into Korean)  
3 MS. MYUNG KIM: (Speaks in  
4 Korean)  
5 A. (Witness speaks in Korean)  
6 MR. STOCKHAM: I'm sorry?  
7 What --  
8 MS. MYUNG KIM: (Speaks in  
9 Korean)  
10 She keeps using the word  
11 "agenda". That's (Korean word) in  
12 Korean. So I just clarify that.  
13 MR. STOCKHAM: Well, I --  
14 MR. BOSTICK: Don't pass  
15 notes or anything.  
16 A. (Witness speaks in Korean)  
17 MS. SONG: Could you  
18 rephrase your question, please?  
19 Q. Yes. Exhibit One --  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. -- this is what I'm  
23 talking about. Was something like

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1 this ever prepared at your  
2 direction?  
3 MR. BOSTICK: Object to  
4 the form.  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: I wouldn't know  
9 that.  
10 A. (Witness speaks in Korean)  
11 MS. SONG: I've seen this  
12 the first time.  
13 Q. Have you ever seen any  
14 document like this prepared at your  
15 direction?  
16 MR. BOSTICK: Object to  
17 the form.  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: No.  
22 Q. Have you ever seen a  
23 document like this but in Korean?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: No.  
5 Q. Now, did you ever meet  
6 with anyone at Hyundai before the  
7 meeting to prepare for it?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: Could you  
12 rephrase the question? Do you mean  
13 prior to the meeting?  
14 Q. Prior to the meeting.  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: The only thing  
19 I did is direct someone to summon  
20 the companies that were producing  
21 defected goods so we can have a  
22 meeting. So I did direct that.  
23 Q. Who did you direct to do

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1 that?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: If I directed  
 6 it would have been -- Kushie?  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Kushie?  
 9 MS. MYUNG KIM: (Speaks in  
 10 Korean)  
 11 A. Quality control.  
 12 MR. RAYMOND KIM: QC, QC.  
 13 MS. SONG: Oh, QC.  
 14 MR. RAYMOND KIM: Quality  
 15 control.  
 16 MS. SONG: Quality  
 17 control --  
 18 Q. Okay.  
 19 MS. SONG: -- person.  
 20 Q. You directed the quality  
 21 control person to summon the  
 22 company?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Yes.  
 4 Q. Who in quality control did  
 5 you direct to summon Murakami?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I did not  
 10 specify that Murakami needed to  
 11 come.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: I said, summon  
 14 the companies that were producing  
 15 defected goods so that we can have  
 16 a meeting.  
 17 Q. And who did you tell to do  
 18 that?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I don't  
 23 remember accurately but perhaps it

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1 would have been the manager of the  
 2 quality control department.  
 3 Q. American or Korean?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Korean.  
 8 Q. Mr. Kwak?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I'm not sure  
 13 whether it was Mr. Kwak or Mr.  
 14 Choi.  
 15 Q. Mr. Choi?  
 16 MS. SONG: Choi.  
 17 MR. BOSTICK: Which  
 18 Choi --  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: J.S. Choi.  
 23 MS. MYUNG KIM: Chae.

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1 MR. IN CHUL KIM: Not  
 2 Choi.  
 3 MS. MYUNG KIM: It's Chae.  
 4 THE WITNESS: Chae.  
 5 MR. IN CHUL KIM: C-h-a-e.  
 6 MS. SONG: Oh.  
 7 MS. MYUNG KIM: It's not  
 8 Choi. It's Chae.  
 9 THE WITNESS: (Speaks in  
 10 Korean)  
 11 MR. IN CHUL KIM: Chae,  
 12 Chae, Chae.  
 13 MS. MYUNG KIM: Chae,  
 14 Chae.  
 15 THE WITNESS: Chae.  
 16 MR. IN CHUL KIM: (Speaks  
 17 in Korean)  
 18 MS. MYUNG KIM: Chae, not  
 19 Choi.  
 20 MS. SONG: Oh.  
 21 MR. IN CHUL KIM: Chae.  
 22 MS. SONG: Chae, C-h-a-i.  
 23 THE WITNESS: C-h-o-i.

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1 (Speaks in Korean)  
 2 MR. IN CHUL KIM: (Speaks  
 3 in Korean)  
 4 MS. MYUNG KIM: (Speaks in  
 5 Korean)  
 6 THE WITNESS: Chae, Chae.  
 7 MR. STOCKHAM: Mark  
 8 this --  
 9 MS. MYUNG KIM: C-h-a-e,  
 10 Chae.  
 11 MS. SONG: Chae.  
 12 THE WITNESS: A-e, Chae.  
 13 MR. STOCKHAM: Mark this  
 14 as Exhibit Two.  
 15 (Whereupon, Plaintiff's  
 16 Exhibit Two  
 17 was marked for  
 18 identification.)  
 19 Q. (By Mr. Stockham) I'm  
 20 going to show you what I've marked  
 21 as Exhibit Two.  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 Q. Is the individual's name  
 2 on that list?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. MYUNG KIM: (Speaks in  
 7 Korean)  
 8 MR. RAYMOND KIM: (Speaks  
 9 in Korean)  
 10 MS. SONG: I'm sorry.  
 11 MR. RAYMOND KIM: (Speaks  
 12 in Korean)  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: No.  
 17 Q. No, he's not on this list.  
 18 (Whereupon, an  
 19 off-the-record  
 20 discussion was held.)  
 21 Q. (By Mr. Stockham) So --  
 22 same last name as number seven?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. Same last name as anyone  
 5 on this list?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: No.  
 10 Q. Now, did you meet with Mr.  
 11 Whang, number eleven?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: No.  
 16 Q. Did you meet with Mr.  
 17 Cyrus before this meeting?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Within the  
 22 company I ran into him a couple  
 23 times.

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1 Q. Did you talk with Mr.  
 2 Cyrus about this meeting before the  
 3 meeting?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No.  
 8 Q. Did you preside at the  
 9 meeting?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: Yes.  
 14 Q. Did you have a translator  
 15 at the meeting?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Yes.  
 20 Q. Who was the translator?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. Number eleven --

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1 MS. SONG: Number --  
 2 A. Number Seven.  
 3 MS. SONG: Number seven.  
 4 A. Jason Chi.  
 5 Q. Jason Chi. And what was  
 6 Mr. Chi's position?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I'm not sure at  
 11 that time if he was assistant  
 12 manager or manager.  
 13 Q. Now, did you speak English  
 14 during that meeting?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: No, in Korean.  
 19 Q. So in the meeting you  
 20 would make a statement and Mr. Chi  
 21 would translate it?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Yes.  
 3 Q. Did you make any notes  
 4 during the meeting?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: No.  
 9 Q. Did you bring any notes  
 10 with you to the meeting?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No.  
 15 Q. Did you bring any papers  
 16 with you to the meeting?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Nothing that I  
 21 brought myself. But there were  
 22 documents that was prepared by the  
 23 quality control.

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1 Q. What documents were  
 2 prepared by the quality control?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: I didn't look  
 7 at it so I didn't know. I don't  
 8 know. But I looked at the  
 9 projection in front of me.  
 10 Q. There was a projection?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes, that's  
 15 right.  
 16 Q. Was that a Powerpoint?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Yes.  
 21 Q. Was there also a hard copy  
 22 of the Powerpoint?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 MS. MYUNG KIM: (Speaks in  
 3 Korean)  
 4 THE WITNESS: (Speaks in  
 5 Korean)  
 6 MS. MYUNG KIM: Hard copy.  
 7 MS. SONG: Oh, hard copy.  
 8 I'm sorry.  
 9 (Translates into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Perhaps that  
 12 may have been what was on the  
 13 table.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: I'm not sure.  
 16 I don't remember clearly.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I think that  
 19 was -- that's what it was.  
 20 Q. But you didn't look at it?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I didn't look  
 2 at it. I was looking at the screen  
 3 in front of me.  
 4 Q. Now, do you know who  
 5 prepared the Powerpoint?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: No, I don't  
 10 know.  
 11 Q. Do you know whether it was  
 12 prepared by Hyundai employees?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I don't know.  
 17 Q. Do you know whether it was  
 18 prepared by a Murakami employee?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I don't know.  
 23 Q. Looking at what is marked

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1 as Exhibit Two --  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. -- have you ever seen that  
 5 document before?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: No.  
 10 Q. Is his name -- is your  
 11 name on this list?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Yes.  
 16 Q. Which number?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: One.  
 21 Q. Number one.  
 22 MR. STOCKHAM: Mark this  
 23 as the next exhibit.

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1 (Whereupon, Plaintiff's  
 2 Exhibit Three  
 3 was marked for  
 4 identification.)  
 5 Q. I've shown you what is  
 6 marked as Exhibit Three.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 Q. Did you prepare this  
 10 five-page document?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Yes.  
 15 Q. Did you sign it?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I don't know  
 20 regarding the signature. I'm not  
 21 sure.  
 22 Q. When did you make these  
 23 notes?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: On September  
 5 16th. When the meeting fell apart  
 6 I went up to my office and wrote  
 7 it.  
 8 Q. Have you ever done a  
 9 report like this before this time?  
 10 MR. BOSTICK: Object to  
 11 the form.  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: I hand wrote  
 16 mine and somebody obviously went to  
 17 the computer and, you know, used  
 18 the word processor. But I hand  
 19 wrote my notes.  
 20 Q. Do you have those notes to  
 21 this day?  
 22 MS. SONG: (Translates  
 23 into Korean)



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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I wouldn't  
 3 know. I just gave it to the person  
 4 to do it. So --  
 5 Q. Who did you give it to?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: At that time we  
 10 couldn't find -- we couldn't fill  
 11 in the secretary position. So I'm  
 12 not sure who it was but it was  
 13 somebody who was around.  
 14 Q. Did you review the typed  
 15 copy after you -- after it was  
 16 typed up?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. Yeah.  
 20 MS. SONG: Yes.  
 21 Q. Why did you have it typed  
 22 -- have your handwritten notes  
 23 typed up?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Because I have  
 5 bad handwriting.  
 6 Q. Why did you want to have  
 7 it put in readable printing format?  
 8 MR. BOSTICK: Object to  
 9 the form.  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: So that I could  
 14 tell my seniors -- or boss.  
 15 Q. Who would that be?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Joo Soo Ahn,  
 20 the president, who is my boss.  
 21 Q. Anyone else?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: No.  
 3 Q. Have you ever had notes of  
 4 yours typed up like this for your  
 5 boss before?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: No.  
 10 Q. Have you ever had notes  
 11 like this typed up since this  
 12 occasion?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: No.  
 17 MR. BOSTICK: Object to  
 18 the form.  
 19 Q. And you made sure that  
 20 your notes were properly  
 21 transcribed; is that correct?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 MR. BOSTICK: Object to  
 2 the form.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: That's right.  
 7 Q. Did you have these notes  
 8 made immediately after the meeting  
 9 or sometime later the day?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: I don't  
 14 remember clearly but I think right  
 15 after the meeting I came up to my  
 16 office and got started on it.  
 17 Q. Did you have anyone come  
 18 with you when you went up to your  
 19 office to work on these notes?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I don't

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1 remember clearly at that time.  
 2 Q. Do you remember anyone in  
 3 the meeting coming with you up to  
 4 your office?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: I don't  
 9 remember the details but --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I don't  
 12 remember the details but perhaps  
 13 the manager in quality control  
 14 department or Chon Yong Choi, who  
 15 is another manager, may have come  
 16 up with me to apologize for the  
 17 meeting that didn't actually  
 18 happen.  
 19 Q. Now, did you make the  
 20 notes that we have here as Exhibit  
 21 Three while they were present?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: No.  
 3 Q. Did you direct them to  
 4 make notes?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: No.  
 9 Q. Did you direct anyone to  
 10 make notes?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No.  
 15 Q. Have you reviewed notes by  
 16 anyone else from that meeting?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: No.  
 21 Q. Now, looking at Exhibit  
 22 Three --  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 Q. -- the top, across, that  
 3 says, report.  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Yes.  
 8 Q. And the first block on the  
 9 left-hand side.  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 Q. That's your name? .  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Yes, that's  
 17 right.  
 18 Q. The top line says,  
 19 organization is HMMA?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Yes.

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1 Q. So at the time of this  
 2 report you worked for HMMA?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: That's right.  
 7 Q. You also worked for HMA at  
 8 the time?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 MR. BOSTICK: Object to  
 12 the form.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: No.  
 15 Q. Did you come over as an  
 16 employee from HMA and then become  
 17 an employee of HMMA?  
 18 MR. BOSTICK: Object to  
 19 the form.  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: No.

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1 Q. Have you ever been an  
2 employee of HMA?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: No.  
7 Q. Have you ever been an  
8 employee of HMC?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: Yes.  
13 Q. Are you still an employee  
14 of HMC?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Currently I am  
19 an employee of HMMA.  
20 Q. Do you -- are you paid by  
21 HMMA?  
22 MS. SONG: (Translates  
23 into Korean)

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1 A. (Witness speaks in Korean)  
2 MS. SONG: That's right.  
3 Q. Are you paid in American  
4 dollars?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: That's right.  
9 Q. And do you have a bank  
10 account here?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: At Wachovia  
15 Bank.  
16 Q. Now, looking at this  
17 exhibit --  
18 MS. SONG: (Translates  
19 into Korean)  
20 Q. -- the line right here  
21 (indicating) --  
22 MS. SONG: (Translates  
23 into Korean)

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1 Q. -- that says, items.  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: Where do you  
6 mean by, items?  
7 Q. This line right here  
8 (indicating).  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: It means,  
13 following.  
14 Q. Following. And what do  
15 you mean by, following?  
16 MS. SONG: (Translates  
17 into Korean)  
18 MS. MYUNG KIM: Not  
19 following, but below.  
20 MS. SONG: Below.  
21 Q. What do you mean by that  
22 phrase?  
23 MS. SONG: (Translates

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1 into Korean)  
2 A. (Witness speaks in Korean)  
3 MS. SONG: I explained in  
4 details regarding the contents.  
5 Q. Now, looking at the first  
6 paragraph --  
7 MS. SONG: (Translates  
8 into Korean)  
9 Q. -- what does that say with  
10 regard to downtime?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: I don't  
15 understand your question.  
16 Q. This paragraph --  
17 MS. SONG: (Translates  
18 into Korean)  
19 MR. BOSTICK: Are you  
20 talking about below, below?  
21 MR. STOCKHAM: Yes.  
22 MR. BOSTICK: Okay.  
23 Q. This paragraph right here

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1 (indicating).  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. What are you referring to  
 5 about downtime in that paragraph?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: When I referred  
 10 to downtime it means at a factory  
 11 we need to be manufacturing. But  
 12 when we cannot manufacture we're  
 13 referring to that period.  
 14 Q. And who made the statement  
 15 regarding downtime?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I don't  
 20 understand your question.  
 21 Q. Your paragraph here  
 22 (indicating).  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. Yeah.  
 3 Q. It says someone made a  
 4 statement regarding downtime.  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. Yeah.  
 8 MS. SONG: Yes.  
 9 Q. Who?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: As you can tell  
 14 in the sentence it was manager Chi  
 15 who referred to it.  
 16 Q. And who is he?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. Jason Chi.  
 20 MS. SONG: Jason Chi.  
 21 A. Number seven.  
 22 MS. SONG: Number seven.  
 23 Q. Number seven. Okay.

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1 And he made a statement  
 2 concerning downtime due to  
 3 substandard parts; is that correct?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: Yes, that's  
 8 right.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: He made a  
 11 statement that -- due to the  
 12 defected goods he made a statement  
 13 that downtime was this amount.  
 14 Q. What amount?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I don't recall  
 19 clearly.  
 20 Q. The note doesn't reflect?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: It's not on the  
 2 report.  
 3 Q. Now, this is the same Mr.  
 4 Chi who was your translator?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. Now, after Mr. Chi made a  
 10 statement --  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 Q. -- it says, first Murakami  
 14 company made a report.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 MS. MYUNG KIM: (Speaks in  
 18 Korean) Briefing.  
 19 MS. SONG: Briefing.  
 20 (Translates into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Yes.  
 23 Q. And who made the report

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1 for Murakami company?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Produce what?  
 6 MR. RAYMOND KIM:  
 7 Presentation.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: From Murakami.  
 12 Q. Who from Murakami?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I don't know.  
 17 Q. How many individuals were  
 18 there from Murakami?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I'm not sure.  
 23 I know that there was a vice

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1 president and the one who actually  
 2 did the briefing. But I don't know  
 3 who else were there. I can't  
 4 remember.  
 5 Q. Was the -- was one  
 6 Japanese person there?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I don't know.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I know that the  
 13 vice president was Japanese.  
 14 Q. Do you know whether there  
 15 was more than two people there from  
 16 Murakami?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: I wouldn't know  
 21 that.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I'm not sure.

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1 I know that there were at least  
 2 two.  
 3 Q. This line says that he  
 4 made a brief -- made a briefing  
 5 using attachment one.  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. What attachment?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: It was resources  
 13 that was prepared by the Murakami  
 14 which was in front of the screen.  
 15 Q. So that would have been  
 16 projected up on the screen?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Right, the  
 21 briefing material that was on the  
 22 screen.  
 23 Q. You attached it to this

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1 with a hard copy?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: It's not here.  
 6 Q. I understand that. But  
 7 when you prepared the report you  
 8 attached a hard copy; is that  
 9 correct?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: If it's on  
 14 here, yes, I did attach it.  
 15 Q. That's what this says; is  
 16 that not right?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Yes. If it's  
 21 on here I did attach it.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Because I was



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1 about to present this to my boss.  
 2 So, sure.  
 3 Q. Do you remember what was  
 4 in the attachment?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: No, I don't  
 9 remember.  
 10 Q. Do you know whether  
 11 Exhibit One was part of the  
 12 attachment?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I wouldn't know  
 17 that.  
 18 Q. Now, the entry on line  
 19 one, two, three up from the  
 20 bottom --  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 Q. -- that refers to --

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1 MR. BOSTICK: Richard?  
 2 Not to -- I know it's your  
 3 deposition. Would it be helpful if  
 4 we numbered his exhibit one through  
 5 whatever so --  
 6 MR. STOCKHAM: Sure.  
 7 MR. BOSTICK: -- for  
 8 purposes of --  
 9 MR. STOCKHAM: That would  
 10 be great.  
 11 MR. BOSTICK: -- referring  
 12 to the --  
 13 MR. STOCKHAM: No problem  
 14 with that. Makes life easier for  
 15 me.  
 16 (Whereupon, an  
 17 off-the-record  
 18 discussion was held.)  
 19 (Whereupon, a brief  
 20 recess was taken in  
 21 the deposition.)  
 22 Q. (By Mr. Stockham) On  
 23 Exhibit Three --

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 Q. If you will look at it,  
 4 please, sir. I have numbered --  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 Q. -- out to the -- in the  
 8 left-hand margin --  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 Q. -- several entries where I  
 12 have numbered them. Is that --  
 13 that word in brackets, is that  
 14 superintendent?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I don't know  
 19 when you say, superintendent. What  
 20 do you mean by that?  
 21 Q. Well, when you see the  
 22 little number one --  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 Q. -- the word in brackets --  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 Q. -- what word is that?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: Head of the  
 10 factory.  
 11 Q. Head of the factory. Does  
 12 that refer to you?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Yes.  
 17 Q. And every location that I  
 18 have numbered, one --  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 Q. -- one through --  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 Q. -- I think nine, are those  
2 all referring to you?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Yes, that's  
7 right.  
8 Q. And do I understand that  
9 the way you have organized your  
10 document --  
11 MS. SONG: (Translates  
12 into Korean)  
13 Q. -- the part out to the  
14 right of where you have the word  
15 "head of factory", that's what you  
16 said?  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: Yes.  
21 Q. And so in the -- in this  
22 first line where I have number  
23 one --

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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. -- you are asking about  
4 Murakami's extent of production  
5 experience with mirrors?  
6 MS. SONG: (Translates  
7 into Korean)  
8 I'm sorry. Could you  
9 repeat the question one more time?  
10 Q. Number one refers to your  
11 question of Murakami, doesn't it?  
12 MS. SONG: (Translates  
13 into Korean)  
14 MR. BOSTICK: Object to  
15 the form.  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Yes, that's  
20 right.  
21 Q. And you're asking Murakami  
22 what their extent of production  
23 experience with outside mirrors is?

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1 MS. SONG: (Translates  
2 into Korean)  
3 MS. MYUNG KIM: No.  
4 Outside mirrors, not --  
5 MS. SONG: Outside  
6 mirrors. I'm sorry.  
7 (Translates into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: How long have  
10 you been manufacturing the side  
11 mirrors. And then --  
12 A. (Witness speaks in Korean)  
13 MS. SONG: And then as to  
14 which company they supplied.  
15 Q. And the person that he  
16 indicates underneath that is the  
17 vice president of Murakami who  
18 responded; is that correct?  
19 MS. SONG: (Translates  
20 into Korean)  
21 A. (Witness speaks in Korean)  
22 MS. SONG: Yes, that's  
23 right.

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1 Q. And he tells you that he  
2 supplies to approximately ten  
3 Toyota plants?  
4 MS. SONG: (Translates  
5 into Korean)  
6 MS. MYUNG KIM: (Speaks in  
7 Korean)  
8 MS. SONG: I'm sorry.  
9 MS. MYUNG KIM: It's  
10 ten --  
11 MR. RAYMOND KIM: Ten  
12 users.  
13 MS. SONG: Ten users?  
14 MR. RAYMOND KIM: Yeah.  
15 MS. MYUNG KIM: Some  
16 Toyota. Not --  
17 MS. SONG: I'm sorry.  
18 MR. RAYMOND KIM: They  
19 supply side mirrors to companies  
20 like Hyundai --  
21 MS. SONG: To --  
22 MR. RAYMOND KIM: They are  
23 the users. And they supply these

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1 mirrors to other companies --  
 2 MS. MYUNG KIM: To other  
 3 affiliates.  
 4 MR. RAYMOND KIM: -- like  
 5 Hyundai.  
 6 MS. SONG: Okay.  
 7 MS. MYUNG KIM:  
 8 Approximately ten.  
 9 MR. RAYMOND KIM: Like  
 10 Toyota --  
 11 MS. SONG: Okay.  
 12 MR. RAYMOND KIM: -- or  
 13 Nissan or --  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I don't  
 18 understand your question. Could  
 19 you repeat that one more time?  
 20 Q. (By Mr. Stockham) What do  
 21 you reflect the vice president of  
 22 Murakami said --  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: I don't  
 4 remember clearly but he said what's  
 5 stated on the report.  
 6 Q. And what does your report  
 7 say?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: They have been  
 12 manufacturing the outside mirrors  
 13 for sixty years.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: And then --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Then to Toyota  
 18 affiliates within the United  
 19 States, majority of them United  
 20 States.  
 21 MS. MYUNG KIM: Uh-uh.  
 22 Not majority. Most of --  
 23 MS. SONG: Most.

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1 A. Toyota plant.  
 2 MS. SONG: To Toyota  
 3 plants.  
 4 A. Ten Toyota plants.  
 5 MS. SONG: Ten Toyota  
 6 plants.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: That they were  
 9 supplying to those.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: And then they  
 12 listed various companies.  
 13 Q. (By Mr. Stockham) Now,  
 14 how do you know that's what the  
 15 vice president of Murakami said?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: When I posed  
 20 the question --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: When the  
 23 briefing was being made --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- I posed the  
 3 question for how long had you been  
 4 manufacturing the mirror, and to  
 5 which plants are you supplying to.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: And then the  
 8 vice president of Murakami said --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: It's been sixty  
 11 years that we supply to about ten  
 12 different companies.  
 13 Q. How do you know that's  
 14 what he said if you don't speak  
 15 English very well?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: My translator  
 20 explained it to me. He was sitting  
 21 next to me.  
 22 Q. Mr. Jason Chi?  
 23 A. Yeah.

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1 MS. SONG: (Translates  
2 into Korean)  
3 Yes.  
4 Q. And so you would have to  
5 wait for him to translate?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: Yes.  
10 Q. And then how would you  
11 respond to the Murakami vice  
12 president?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: I don't know  
17 what you're asking me.  
18 Q. Would you speak directly  
19 to Mr. --  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. -- to the vice president  
23 of Murakami or would you speak to

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1 the translator?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: Through the  
6 interpreter.  
7 Q. The next page.  
8 MS. SONG: (Translates  
9 into Korean)  
10 Q. Right at the very top  
11 line.  
12 MS. SONG: (Translates  
13 into Korean)  
14 Q. It refers to the Murakami  
15 presenter.  
16 MS. SONG: (Translates  
17 into Korean)  
18 Q. Was that a different  
19 person than the vice president?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Yes.

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1 Q. Do you know whether that  
2 person was the -- was American or a  
3 Japanese person?  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: I can't recall  
8 clearly.  
9 Q. Looking on number -- where  
10 -- it's number three.  
11 MS. SONG: (Translates  
12 into Korean)  
13 Q. You're referring to cure  
14 time.  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Yes.  
19 Q. And was that a question  
20 that you asked of the Murakami  
21 presenter?  
22 MS. SONG: (Translates  
23 into Korean)

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1 A. (Witness speaks in Korean)  
2 MS. SONG: Yes.  
3 Q. And this was after the  
4 Murakami presenter had made their  
5 briefing?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: I believe the  
10 question was posed during the  
11 presentation, during the briefing.  
12 Q. And while the slides were  
13 up you were asking him questions  
14 during the presentation?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: I remember it  
19 be that, yes.  
20 Q. And your next -- under  
21 number three --  
22 MS. SONG: (Translates  
23 into Korean)

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1 Q. -- it says that he  
2 addressed the scratch problem  
3 without explaining the --  
4 MS. SONG: Could you  
5 segmentize that for me?  
6 MR. STOCKHAM: Sure.  
7 Q. You make reference to the  
8 Murakami presenter --  
9 MS. SONG: (Translates  
10 into Korean)  
11 Q. -- making reference to  
12 scratch problems --.  
13 MS. SONG: (Translates  
14 into Korean)  
15 Q. -- without addressing the  
16 other problems.  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: I don't know  
21 what you're saying.  
22 Q. Okay.  
23 A. (Witness speaks in Korean)

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1 MS. SONG: We never  
2 discussed the problem on scratch.  
3 Q. Well, what do you -- if  
4 you will read what you have under  
5 -- for the -- what the Murakami  
6 presenter said in that line.  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: Without the  
11 explanation on buffing.  
12 Q. What is the next thing you  
13 say?  
14 A. (Witness speaks in Korean)  
15 MS. SONG: It was caused  
16 by the container issue, which was  
17 approved by HMMA.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: Also they  
20 stated that the problem was caused  
21 -- the scratch problem was caused  
22 by mishandling Glovis -- on Glovis'  
23 part.

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1 Q. So there was some  
2 discussion of scratching?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: I would say  
7 that the question on scratch itself  
8 is wrong.  
9 Q. Well, you wrote down about  
10 scratching.  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: When I asked --  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Under the  
17 number three they -- you have  
18 numbered --  
19 A. (Witness speaks in Korean)  
20 MS. SONG: When I  
21 questioned --  
22 A. (Witness speaks in Korean)  
23 MS. SONG: I said that in

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1 spite of the fact that it takes  
2 about four hours for cure time --  
3 A. (Witness speaks in Korean)  
4 MS. SONG: -- they did not  
5 keep the time line.  
6 A. (Witness speaks in Korean)  
7 MS. SONG: Is that why  
8 buffing happened? That was my  
9 question.  
10 A. (Witness speaks in Korean)  
11 MS. SONG: That was my  
12 question.  
13 A. (Witness speaks in Korean)  
14 MS. SONG: But they  
15 answered it something totally out  
16 of the context.  
17 Q. They brought up the issue  
18 of scratching?  
19 MS. SONG: (Translates  
20 into Korean)  
21 A. (Witness speaks in Korean)  
22 MS. SONG: Yes.  
23 Q. Under number four --



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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. -- do you respond to their  
4 comment about scratching?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: What response?  
9 Q. Well, right above that  
10 they made reference to the  
11 scratching problem.  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. Yeah.  
15 MS. SONG: Yes.  
16 Q. And they said that that  
17 problem was caused by Glovis  
18 handling.  
19 MS. SONG: (Translates  
20 into Korean)  
21 A. (Witness speaks in Korean)  
22 MS. SONG: What was stated  
23 is --

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1 A. (Witness speaks in Korean)  
2 MS. SONG: -- is the  
3 answer that the presenter was  
4 giving, which was not in context to  
5 my question.  
6 MR. BOSTICK: --  
7 responsive.  
8 MS. MYUNG KIM: Yeah.  
9 MR. BOSTICK: Well, say  
10 that. That's --  
11 MS. MYUNG KIM: It was not  
12 responsive to Mr. Kim's question.  
13 MS. SONG: Okay.  
14 MR. STOCKHAM: Is that  
15 accurate?  
16 MR. RAYMOND KIM: (Nods  
17 head affirmatively.)  
18 Q. (By Mr. Stockham) Now,  
19 under number four --  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. -- you are addressing the  
23 problem again about the curing

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1 time; is that correct?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: When you are  
6 asking, you're addressing the  
7 problem, what do you mean by that?  
8 MS. MYUNG KIM: (Speaks in  
9 Korean)  
10 MS. SONG: (Speaks in  
11 Korean)  
12 MS. MYUNG KIM: (Speaks in  
13 Korean)  
14 MS. SONG: (Speaks in  
15 Korean)  
16 MR. RAYMOND KIM: Bringing  
17 up the subject.  
18 MS. SONG: (Speaks in  
19 Korean)  
20 MS. MYUNG KIM: (Speaks in  
21 Korean)  
22 MS. SONG: (Speaks in  
23 Korean)

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1 MR. BOSTICK: What was our  
2 discussion there?  
3 A. (Witness speaks in Korean)  
4 MS. MYUNG KIM: The way  
5 she translated about addressing the  
6 problem, she said it -- raised the  
7 problem.  
8 MR. BOSTICK: Okay.  
9 MS. MYUNG KIM: He didn't  
10 raise it. So that's why he was  
11 confused about why plaintiff's  
12 attorney is asking me about raising  
13 the scratching problem. He didn't  
14 raise it.  
15 MR. BOSTICK: Okay.  
16 MS. MYUNG KIM: And the  
17 reason under the number four Mr.  
18 Kim addressed scratch problem at  
19 all is because the Murakami's  
20 presenter gave answer  
21 non-responsive to Mr. Kim's  
22 question.  
23 MR. BOSTICK: All right.

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1 MS. MYUNG KIM: That's  
2 what he's saying.  
3 MR. BOSTICK: Let's just  
4 -- let's start back over with our  
5 question. Sorry.  
6 MS. SONG: Okay. Sorry.  
7 Q. (By Mr. Stockham) Let me  
8 do this short -- see if I can short  
9 circuit.  
10 What do you say your  
11 response is under number four?  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. (Witness speaks in Korean)  
15 MS. SONG: That I would  
16 agree with what's written on the  
17 report.  
18 Q. What do you have written  
19 on the report?  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. Let's take it one sentence  
23 at a time.

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: The  
5 container --  
6 A. (Witness speaks in Korean)  
7 MS. SONG: The container  
8 that supplies the mirror --  
9 A. (Witness speaks in Korean)  
10 MS. SONG: -- and --  
11 regardless to the shape --  
12 A. (Witness speaks in Korean)  
13 MS. SONG: -- if you had  
14 kept the cure time there wouldn't  
15 have been a problem relating to  
16 buffing.  
17 Q. Now --  
18 A. (Witness speaks in Korean)  
19 MS. SONG: And then?  
20 Q. No. Before you go on to  
21 the next question. Did anyone  
22 discuss that question that you  
23 raised before you went on to the

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1 next?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: No.  
6 Q. What was your next  
7 question?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: So considering  
12 all these things, including the  
13 presentation from Murakami --  
14 A. (Witness speaks in Korean)  
15 MS. SONG: -- you have  
16 such extensive experiences --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: -- you know,  
19 your company which supplies to  
20 various Toyota affiliates within  
21 the United States and other  
22 companies --  
23 A. (Witness speaks in Korean)

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1 MS. SONG: -- Murakami,  
2 you did not keep the basic  
3 fundamentals in manufacturing.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: So regarding  
6 the quality of Hyundai --  
7 A. (Witness speaks in Korean)  
8 MS. SONG: -- either you  
9 didn't care --  
10 MS. MYUNG KIM: Pay  
11 attention.  
12 MS. SONG: -- pay  
13 attention or care --  
14 A. (Witness speaks in Korean)  
15 MS. SONG: Or wouldn't --  
16 there may be a problem within the  
17 Murakami system regarding the  
18 quality.  
19 Q. And did you say that to  
20 the translator?  
21 MS. SONG: (Translates  
22 into Korean)  
23 A. (Witness speaks in Korean)

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1 MS. SONG: Yes.  
 2 Q. And the translator  
 3 translated what you said?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: I would think  
 8 so.  
 9 Q. Now, you next show that  
 10 Rob responded.  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 Q. Is that correct?  
 14 A. Yeah.  
 15 MS. SONG: Yes.  
 16 Q. Who is Rob?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: At the time --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: -- he was an  
 23 employee at my company who was in

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1 charge of the --  
 2 MS. MYUNG KIM: Executive  
 3 in charge of --  
 4 MS. SONG: -- executive --  
 5 MS. MYUNG KIM: --  
 6 purchasing.  
 7 MS. SONG: -- executive --  
 8 MS. MYUNG KIM: In charge  
 9 of --  
 10 MS. SONG: -- charge of  
 11 the purchases --  
 12 MS. MYUNG KIM: --  
 13 purchasing.  
 14 MS. SONG: -- purchases.  
 15 Q. Is that this gentleman  
 16 here (indicating)?  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I think so.  
 19 Q. Why did you refer to him  
 20 as Rob?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: That's the only  
 2 name I know.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I don't know  
 5 his full name.  
 6 Q. Now, you wrote down there  
 7 that he described the problem.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 MR. BOSTICK: Object to  
 11 the form.  
 12 Q. Is that correct?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Could you  
 17 rephrase the question?  
 18 Q. Well, then -- tell me what  
 19 you say in this statement.  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Because of the

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1 scratch problem on side mirrors --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- regarding  
 4 the issue of HMMA rejecting --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- talking  
 7 about that --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- they printed  
 10 and passed around --  
 11 MS. MYUNG KIM: Objection.  
 12 Not they.  
 13 MS. SONG: -- the  
 14 photographs --  
 15 MS. MYUNG KIM: They? Who  
 16 is they?  
 17 MS. SONG: I don't know.  
 18 MS. MYUNG KIM: He.  
 19 MS. SONG: He. Okay. I'm  
 20 sorry.  
 21 MR. STOCKHAM: Is that  
 22 correct?  
 23 MR. RAYMOND KIM: I don't

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1 quite follow. Number -- Rob --  
 2 somebody is distributing the  
 3 photographs.  
 4 Q. (By Mr. Stockham) Does it  
 5 indicate who is distributing the  
 6 photographs?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I'm saying that  
 11 Rob printed out and passed --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- passed the  
 14 photographs. I don't know the  
 15 exact details but according to this  
 16 that's what it says.  
 17 Q. He printed out and passed  
 18 the photographs?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: That's what it  
 23 says, yes.

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1 Q. So he went to a printer  
 2 and printed them out?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: No.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: I'm just --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: He already had  
 11 the printouts and he passed them  
 12 out.  
 13 Q. And the -- it says the --  
 14 he distributed the photographs.  
 15 And what does it say about the  
 16 photographs?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: I don't know.  
 21 Q. Well, what does your note  
 22 say about the photographs?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: While they  
 4 were --  
 5 MS. MYUNG KIM: Who is  
 6 they?  
 7 MS. SONG: I don't know.  
 8 While -- I need a subject  
 9 and it's not in there.  
 10 MS. MYUNG KIM: Here  
 11 (indicating). Glovis say so --  
 12 MS. SONG: Okay. While  
 13 Glovis was carrying on the --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: --  
 16 forklifter --  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: While they were  
 19 carrying it --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- by mistake  
 22 they spilled it on the floor.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: So that's how  
 2 the scratching -- the problem  
 3 regarding scratch happened.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: So we rejected  
 6 and returned those products.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: And also we  
 9 consider that as downtime.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: So they  
 12 complained about it.  
 13 Q. Does it say anything about  
 14 someone feeling it was --  
 15 MS. MYUNG KIM: They  
 16 consider is as the cause of  
 17 downtime. You just said you --  
 18 they consider it as downtime.  
 19 MS. SONG: Okay.  
 20 MS. MYUNG KIM: You  
 21 considered it as the cause of  
 22 downtime. That's what he said and  
 23 what is written there.

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1 MS. SONG: Okay. I was  
 2 just reading the report.  
 3 Q. (By Mr. Stockham) Now,  
 4 who considered it the cause of  
 5 downtime, according to your note?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I don't know  
 10 what you're saying.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I don't  
 13 understand your question.  
 14 Q. Well, the sentence which  
 15 you just read me --  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 Q. -- who considered the  
 19 scratches from being spilled on the  
 20 floor the cause of downtime?  
 21 MR. BOSTICK: Object to  
 22 the form.  
 23 MS. SONG: (Translates

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 Q. -- that the photographs  
 4 showed that --  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 Q. -- the scratches on the  
 8 mirrors were caused by the  
 9 forklift.  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 Q. Is that right?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: It's all  
 17 written on here and you keep asking  
 18 me the question. So it's confusing  
 19 me.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: When you look  
 22 at the note --  
 23 A. (Witness speaks in Korean)

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. MYUNG KIM: (Speaks in  
 4 Korean) Listen to me. I'm going  
 5 to translate your question.  
 6 (Speaks in Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Rob said that.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I mean, you  
 11 just told me to read what Rob said,  
 12 so that's what I did.  
 13 Q. This is your note,  
 14 correct?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Yes.  
 19 Q. And you said, according to  
 20 your note --  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 Q. -- that Rob said --

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1 MS. SONG: -- on the  
 2 second line --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- while Glovis  
 5 was carrying it on the forklift --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- by  
 8 mistake --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- they spilled  
 11 it on the floor.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: So that's how  
 14 the scratches are made.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: So we rejected  
 17 these and returned them also.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: And then  
 20 considering that as downtime --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: -- we  
 23 complained -- or --



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1 MS. MYUNG KIM: No. He  
2 complained.  
3 MS. SONG: -- he  
4 complained.  
5 Q. Who complained?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness indicating)  
9 MR. RAYMOND KIM: Rob.  
10 MS. SONG: Rob.  
11 MR. BOSTICK: He needs  
12 to --  
13 MS. MYUNG KIM: You need  
14 to answer it.  
15 MR. BOSTICK: Just answer  
16 it.  
17 MS. MYUNG KIM: Say it.  
18 Q. Who complained?  
19 MS. SONG: (Translates  
20 into Korean)  
21 THE WITNESS: Huh?  
22 MS. SONG: (Translates  
23 into Korean)

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1 MS. MYUNG KIM: (Speaks in  
2 Korean)  
3 THE WITNESS: (Speaks in  
4 Korean)  
5 MS. MYUNG KIM: Rob?  
6 A. Rob.  
7 MS. SONG: Rob.  
8 Q. He complained that it was  
9 -- what was he complaining about?  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: When you look  
14 here --  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Since scratches  
17 were made --  
18 A. (Witness speaks in Korean)  
19 MS. SONG: -- we rechecked  
20 the items.  
21 A. (Witness speaks in Korean)  
22 MS. SONG: And we  
23 considered that as part of

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1 downtime. So he --  
2 A. (Witness speaks in Korean)  
3 MS. SONG: -- complain  
4 about us considering that downtime.  
5 MS. MYUNG KIM: No. What  
6 he's saying is that Rob complained  
7 about the fact that -- the fact  
8 that Hyundai rejected and returned  
9 a product because of scratch which  
10 was caused by careless handling of  
11 Glovis and including them in  
12 downtime. That's what he's saying.  
13 And -- is it correct? Are you  
14 agreeing with me?  
15 MR. RAYMOND KIM: Yeah,  
16 that is correct.  
17 MR. BOSTICK: Just -- off  
18 the record.  
19 (Whereupon, an  
20 off-the-record  
21 discussion was held.)  
22 MR. STOCKHAM: Back on the  
23 record.

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1 Q. (By Mr. Stockham) When  
2 you're referring to complaining  
3 about downtime --  
4 MS. SONG: (Translates  
5 into Korean)  
6 MS. MYUNG KIM: Who?  
7 Q. Reading here about what  
8 Rob said that he complained about  
9 downtime --  
10 MS. SONG: (Translates  
11 into Korean)  
12 Q. -- is he complaining that  
13 it's unfair?  
14 MS. SONG: (Translates  
15 into Korean)  
16 A. (Witness speaks in Korean)  
17 MS. MYUNG KIM: Are you  
18 asking him about what is stated  
19 here or what he remembers about the  
20 event?  
21 MR. STOCKHAM: What he  
22 remembers.  
23 MS. MYUNG KIM: (Speaks in

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1 Korean)  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: No.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I don't  
 10 remember in details. But according  
 11 to this, no.  
 12 Q. (By Mr. Stockham) Do you  
 13 recall whether this was referring  
 14 to downtime being charged against  
 15 Murakami?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 MS. MYUNG KIM: (Speaks in  
 19 Korean)  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I don't know.

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1 Q. Under number five --  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. -- is that your response  
 5 to Rob's question?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I wouldn't say  
 10 this is the answer to the question.  
 11 But --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- since  
 14 complaint is made during the  
 15 meeting --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: -- I said it.  
 18 Q. And you're -- what you  
 19 tell -- is this particular  
 20 statement that you made under  
 21 number five --  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 Q. -- who is that addressed  
 2 to?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: I was  
 7 addressing to Rob Cyrus.  
 8 Q. And what you told him --  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 Q. -- is that if there were  
 12 conflicting assessments --  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 Q. -- the persons in the  
 16 respective areas --  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 Q. -- of the company --  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 Q. -- should get together --  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 Q. -- after the meeting?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 MS. MYUNG KIM: (Speaks in  
 6 Korean)  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Could you  
 11 repeat the question, please?  
 12 Q. Sure. Well, first of all,  
 13 so we'll have the -- what you said  
 14 out on the table, why don't you  
 15 tell me what it says. Then I can  
 16 ask you questions about it.  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: I'm addressing  
 21 what was said before. So if there  
 22 are certain problems like that --  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: -- after the  
 2 meeting --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- we can  
 5 coordinate with the employees  
 6 that's responsible or --  
 7 MS. MYUNG KIM: In charge.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- in  
 10 charge. Thank you. In charge.  
 11 And we can -- negotiate?  
 12 MS. MYUNG KIM: No, adjust  
 13 and --  
 14 MS. SONG: Adjust.  
 15 MS. MYUNG KIM: Yeah,  
 16 discuss about it.  
 17 MS. SONG: Discuss. Thank  
 18 you.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: If it's  
 21 Hyundai's fault --  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: -- or if it's

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1 Glovis' fault --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- of course,  
 4 it wouldn't be responsible for  
 5 Murakami, so --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- don't --  
 8 don't worry.  
 9 MS. MYUNG KIM: No.  
 10 Murakami wouldn't be responsible  
 11 for the problem. You switched it.  
 12 MR. STOCKHAM: Is that  
 13 right?  
 14 MR. RAYMOND KIM: (Nods  
 15 head affirmatively)  
 16 MS. MYUNG KIM: So don't  
 17 worry about it.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: So let's  
 20 continue with the meeting.  
 21 Q. (By Mr. Stockham) Now,  
 22 when you said that people will get  
 23 together after the meeting --

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 Q. -- who are you referring  
 4 to getting together?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: I will repeat  
 9 the question one more time.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I want to ask  
 12 you if you're asking the person in  
 13 charge.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Oh, oh. I want  
 16 his point of view when you say,  
 17 person in charge.  
 18 MS. MYUNG KIM: Yeah. He  
 19 is referring to who you referred to  
 20 when you meant the person in charge  
 21 in this statement.  
 22 Q. Well, it says that people  
 23 will get together after -- from the

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1 different areas will get together  
 2 after the meeting. Who are you  
 3 referring to?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: My --  
 8 MR. RAYMOND KIM: (Speaks  
 9 in Korean)  
 10 THE WITNESS: (Speaks in  
 11 Korean)  
 12 MR. RAYMOND KIM: (Speaks  
 13 in Korean)  
 14 THE WITNESS: (Speaks in  
 15 Korean)  
 16 MR. RAYMOND KIM: (Speaks  
 17 in Korean)  
 18 A. (Witness speaks in Korean)  
 19 MR. RAYMOND KIM: Ms. Song  
 20 -- MS. SONG: Okay. So when  
 21 I say, person in charge, I was  
 22 referring to the person from  
 23 Murakami, person from Glovis,

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1 person from Hyundai who would be in  
2 charge.  
3 Q. Now, did you understand  
4 that there was notice to the  
5 attendees at the meeting that  
6 that's what they were there for, to  
7 discuss --  
8 MR. BOSTICK: Object to  
9 the form.  
10 MS. SONG: (Translates  
11 into Korean)  
12 MS. MYUNG KIM: (Speaks in  
13 Korean)  
14 THE WITNESS: (Speaks in  
15 Korean)  
16 MR. RAYMOND KIM: I don't  
17 -- I'm caught between --  
18 MS. MYUNG KIM: Yeah. Can  
19 you repeat the question?  
20 MR. RAYMOND KIM: I don't  
21 know whether I should answer in  
22 Korean or English.  
23 MR. STOCKHAM: Well, tell

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1 me what he was saying, please, sir.  
2 MR. RAYMOND KIM: Well, I  
3 -- may I suggest that you --  
4 MR. STOCKHAM: Sure.  
5 MR. RAYMOND KIM: -- ask  
6 that -- repeat that question again?  
7 MR. STOCKHAM: Sure.  
8 MR. RAYMOND KIM: And --  
9 restart it.  
10 Q. (By Mr. Stockham) Did you  
11 understand --  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. (Witness speaks in Korean)  
15 MR. RAYMOND KIM: (Speaks  
16 in Korean)  
17 Q. Did you understand that  
18 the people who were told to attend  
19 the meeting --  
20 MS. SONG: (Translates  
21 into Korean)  
22 Q. -- were told that the  
23 reason to attend was --

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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. -- to discuss the  
4 conflicting assessments --  
5 MS. SONG: (Translates  
6 into Korean)  
7 MS. MYUNG KIM: (Speaks in  
8 Korean)  
9 THE WITNESS: (Speaks in  
10 Korean)  
11 MS. MYUNG KIM: (Speaks in  
12 Korean)  
13 THE WITNESS: (Speaks in  
14 Korean)  
15 MS. MYUNG KIM: (Speaks in  
16 Korean)  
17 THE WITNESS: (Speaks in  
18 Korean)  
19 MS. MYUNG KIM: (Speaks in  
20 Korean)  
21 MS. SONG: That's wrong.  
22 MS. MYUNG KIM: (Speaks in  
23 Korean)

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1 THE WITNESS: (Speaks in  
2 Korean)  
3 MS. MYUNG KIM: Are you  
4 agreeing with my translation?  
5 MR. RAYMOND KIM: Yes.  
6 Yeah.  
7 THE WITNESS: (Speaks in  
8 Korean)  
9 MR. RAYMOND KIM: (Speaks  
10 in Korean) Could we go off the  
11 record?  
12 MR. STOCKHAM: Sure.  
13 (Whereupon, an  
14 off-the-record  
15 discussion was held.)  
16 (Whereupon, a brief  
17 recess was taken in  
18 the deposition.)  
19 MR. STOCKHAM: Back on the  
20 record, please.  
21 Q. (By Mr. Stockham) What  
22 we're going to do is I'm going to  
23 go through and have you read your

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1 statement into the record.  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 Q. Then I will come back and  
 5 ask you specific questions about  
 6 parts of it.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 Q. Beginning with, I think,  
 10 right after number five.  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Starting five?  
 15 Q. Sure.  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Head of the  
 20 factory.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: If there are  
 23 such problems --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- after the  
 3 meeting --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- we can  
 6 discuss with the person in charge  
 7 and adjust --  
 8 A. (Witness speaks in Korean)  
 9 MS. MYUNG KIM: No. We  
 10 can -- not we can -- we can and go.  
 11 (Speaks in Korean) The person in  
 12 charge would be able to have a  
 13 chance to discuss and resolve the  
 14 conflict about the issue. That's  
 15 what it said. There is no "we"  
 16 here.  
 17 MS. SONG: Right.  
 18 MS. MYUNG KIM: Do you  
 19 agree?  
 20 MR. STOCKHAM: Do you  
 21 agree?  
 22 MR. RAYMOND KIM: Yes.  
 23 But I don't know whether it's -- as

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1 you say, it will make the  
 2 distinction in such strong manner.  
 3 Mr. Kim is asking everybody in the  
 4 meeting to discuss the matter after  
 5 the meeting and resolve it among  
 6 yourselves.  
 7 MS. MYUNG KIM: So when he  
 8 explained before when we talk off  
 9 the record he said that, why don't  
 10 you -- if there is a problem why  
 11 don't you go and solve this problem  
 12 after this meeting. That's what he  
 13 said, right?  
 14 MR. RAYMOND KIM: That was  
 15 his intent. I guess everybody  
 16 understood it as such.  
 17 MS. MYUNG KIM: Yeah. I  
 18 mean, there is no "we", by the way.  
 19 Yeah. I got it.  
 20 Q. Please go ahead.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: If it's  
 23 Hyundai's fault --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- or if it's  
 3 Glovis' fault --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- of course,  
 6 Murakami would not be responsible.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Do not worry.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Let's resume  
 11 with the meeting.  
 12 MR. RAYMOND KIM:  
 13 That's --  
 14 Q. Please go ahead.  
 15 MR. RAYMOND KIM: That's  
 16 it.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Mr. Choi and  
 19 Rob --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- addressing  
 22 the issue above they mentioned  
 23 again.



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1 A. (Witness speaks in Korean)  
 2 MS. SONG: They delayed  
 3 the meeting procedure.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: At that time  
 6 John Kalson --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- Chris, who  
 9 is in quality control --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- said  
 12 something to Rob.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: There were some  
 15 sort of dispute.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: But I stopped  
 18 them.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Head of the  
 21 factory.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Okay.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I'll summon Mr.  
 3 Chae from Glovis --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- and we'll  
 6 look into it.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: And if there  
 9 are certain problems --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- we can  
 12 discuss --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- then there  
 15 shouldn't be any problem.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Let's resume  
 18 with the meeting.  
 19 Q. Please go ahead.  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: Rob.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Addressing the  
 3 scratch problem again --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- said --  
 6 asked if there is any other  
 7 intentions.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: And the meeting  
 10 got delayed.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: The head of the  
 13 factory --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- showing the  
 16 -- today's agenda.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: What's not on  
 19 the content of the agenda for  
 20 today's meeting.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: After the  
 23 meeting --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- in my  
 3 presence --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- we can  
 6 discuss again. So --  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: -- we'll resume  
 9 with the meeting --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- and I'll  
 12 address it again.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: The purpose of  
 15 the meeting --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: -- is to say  
 18 that HMMA factory is not in  
 19 operation --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I'm sorry.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: And

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1 currently --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- after  
 4 analyzing --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- after  
 7 analyzing the downtime's main  
 8 reason, main cause --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- equipment  
 11 problems --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- shortage --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- defected  
 16 goods --  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: -- et cetera,  
 19 those show about the same ratio.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Those are the  
 22 big factors.  
 23 A. (Witness speaks in Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- to --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- to pursue  
 5 what's Hyundai's --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- in order to  
 8 manufacture the high quality car  
 9 that the Hyundai company is  
 10 pursuing.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: It's not to  
 13 blame any particular supplier --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- or to scold  
 16 them.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I wanted to  
 19 address that again --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- and resume  
 22 with the meeting.  
 23 Q. Next.

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1 MS. SONG: So --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- starting the  
 4 second week of September --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- we came to  
 7 have this meeting --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- and the  
 10 purpose of it is, as I have  
 11 addressed earlier --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- first is to  
 14 have this to --  
 15 MS. MYUNG KIM: Reduce the  
 16 downtime.  
 17 MS. SONG: -- reduce the  
 18 downtime. Thank you.  
 19 Q. Okay.  
 20 MR. BOSTICK: Eliminate  
 21 it?  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: And secondly --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: Rob.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Rob discussed  
 5 briefly with the business manager  
 6 from Murakami.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: And addressed  
 9 again regarding the scratch issue  
 10 problem.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: The business  
 13 manager from Murakami --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- suddenly got  
 16 up from his seat.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: He brought two  
 19 side mirrors from the back --  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: -- raised his  
 22 voice --  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: -- and then  
 2 he --  
 3 A. (Witness speaks in Korean)  
 4 MR. RAYMOND KIM: Bang,  
 5 banged against each other.  
 6 MS. SONG: He banged  
 7 against those two together.  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: And then he  
 10 threw it on the meeting table.  
 11 Continue?  
 12 MR. STOCKHAM: Go ahead.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Head of the  
 17 factory.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I asked to see  
 20 those mirrors --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: -- as looking  
 23 at those --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- the scratch  
 3 problem is --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- after this  
 6 meeting.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Since we  
 9 summoned Mr. Chae from Glovis --  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: -- we can  
 12 discuss it then.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: We'll resume  
 15 with the meeting.  
 16 Q. Go ahead.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: At that time --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- a manager,  
 21 Mr. --  
 22 MS. MYUNG KIM: (Speaks in  
 23 Korean)

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1 THE WITNESS: (Speaks in  
 2 Korean)  
 3 MS. MYUNG KIM: (Speaks in  
 4 Korean)  
 5 MR. RAYMOND KIM: (Speaks  
 6 in Korean)  
 7 MS. SONG: -- manager of  
 8 purchasing department?  
 9 MR. RAYMOND KIM: This was  
 10 a misinterpretation of the -- here  
 11 it's called development. They are  
 12 actually the purchasing department.  
 13 MR. STOCKHAM: Okay.  
 14 Q. Go ahead.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Rob.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Rob addressed  
 19 the scratch problem once again.  
 20 Q. I'm sorry. We  
 21 interrupted. Would you begin at  
 22 the beginning of that --  
 23 MR. RAYMOND KIM: (Speaks

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1 in Korean)  
 2 MS. SONG: (Speaks in  
 3 Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: At that time --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- Mr. Chae  
 8 from the purchase department --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- and Rob --  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: -- addressed  
 13 the scratch problem once again.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Rob says --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: -- here people  
 18 from Murakami for this meeting --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- they arrived  
 21 here yesterday.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: They spent

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1 about five thousand dollars in  
 2 expense.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Who will be  
 5 responsible for that.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: And he raised  
 8 his voice.  
 9 Q. Go ahead.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Head of the  
 12 factory.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: Mr. Choi --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: -- I have  
 17 mentioned several times --  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: -- the purpose  
 20 of this meeting --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: -- and the  
 23 topic of today's meeting --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I have  
 3 mentioned it several times.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Why are you  
 6 doing what you're doing?  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: My voice was  
 9 rather a little bit raised.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Are you trying  
 12 -- did you come here to --  
 13 MR. RAYMOND KIM: Defend  
 14 your --  
 15 MS. SONG: -- defend your  
 16 company or supplier?  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: If I had --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: If I had said  
 21 it this much then you should  
 22 understand.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Under these  
 2 circumstances --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- we cannot  
 5 continue with the meeting. So  
 6 we'll just --  
 7 MS. MYUNG KIM: Adjourn.  
 8 MS. SONG: -- adjourn  
 9 here.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: Afterwards the  
 12 meeting on the quality control --  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: -- either  
 15 manager Mr. Park in quality control  
 16 can supervise it --  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: -- or the  
 19 department of quality control --  
 20 MR. RAYMOND KIM:  
 21 Division.  
 22 MS. SONG: -- division.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I would like  
 2 them to take care of this issue.  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: So I closed up  
 5 the meeting file.  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: So at that time  
 8 we had a little bit of bang from  
 9 the table.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: I got up from  
 12 my seat and went out of the  
 13 conference room.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: What -- the  
 16 above has been the briefing.  
 17 Q. On the next page, if you  
 18 will read that for me, please, sir.  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 Q. But before I go on to  
 22 that. What date did you put on  
 23 the --

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: September 17th,  
5 2005.  
6 Q. And that was the date that  
7 you wrote this?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: I wrote it  
12 right after the meeting.  
13 A. (Witness speaks in Korean)  
14 MS. SONG: So probably  
15 whoever typed this up --  
16 A. (Witness speaks in Korean)  
17 MS. SONG: -- maybe it was  
18 a day after.  
19 A. (Witness speaks in Korean)  
20 MS. SONG: I don't know  
21 exactly.  
22 Q. And that's your name right  
23 underneath that?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. Yeah.  
4 MS. SONG: Yes.  
5 Q. Now, moving on to the next  
6 page.  
7 MS. SONG: (Translates  
8 into Korean)  
9 Q. Would you read the top  
10 line?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: My opinion.  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Number one.  
17 A. (Witness speaks in Korean)  
18 MS. SONG: The meeting  
19 regarding the quality control --  
20 A. (Witness speaks in Korean)  
21 MS. SONG: -- monthly it  
22 is managed by the head of the  
23 quality control --

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1 MS. MYUNG KIM: Division.  
2 MS. SONG: -- division.  
3 MR. RAYMOND KIM: Division  
4 head.  
5 MS. SONG: Division.  
6 MR. RAYMOND KIM: Head.  
7 (Speaks in Korean)  
8 MS. MYUNG KIM: (Speaks in  
9 Korean)  
10 MS. SONG: Head of the  
11 quality control division.  
12 A. (Witness speaks in Korean)  
13 MS. SONG: Supervised by.  
14 A. (Witness speaks in Korean)  
15 MS. SONG: It is done at  
16 each factory respectively but --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: -- in the case  
19 of HMMA --  
20 A. (Witness speaks in Korean)  
21 MS. SONG: -- as the main  
22 factor to influence the --  
23 A. (Witness speaks in Korean)

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1 MS. MYUNG KIM: Main  
2 factor contributing to downtime.  
3 MS. SONG: Okay.  
4 THE WITNESS: (Speaks in  
5 Korean)  
6 MS. SONG: (Speaks in  
7 Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: Starting in  
10 September --  
11 A. (Witness speaks in Korean)  
12 MS. SONG: -- it will be  
13 done on every Friday --  
14 MS. MYUNG KIM: No. It  
15 has been done.  
16 MS. SONG: (Speaks in  
17 Korean) Past?  
18 MS. MYUNG KIM: (Speaks in  
19 Korean) Starting in September it  
20 has been, yeah, held. The meeting  
21 has been held every Friday.  
22 MS. SONG: Okay.  
23 A. (Witness speaks in Korean)



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1 MS. MYUNG KIM: (Speaks in  
2 Korean)  
3 MS. SONG: (Speaks in  
4 Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: So that the  
7 detail will be accurately notified  
8 to the companies --  
9 MR. RAYMOND KIM: Upper  
10 management --  
11 MS. SONG: -- upper  
12 management --  
13 MR. RAYMOND KIM: -- the  
14 vendors.  
15 MS. SONG: -- vendors  
16 upper management --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: -- in order to  
19 better the quality of the parts.  
20 A. (Witness speaks in Korean)  
21 MS. SONG: And the  
22 personnel in charge from each  
23 respective companies or suppliers.

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1 A. (Witness speaks in Korean)  
2 MS. SONG: They do not  
3 recognize the purpose of it.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: That they don't  
6 recognize the purpose.  
7 MR. RAYMOND KIM: There's  
8 one problem with (Korean phrase).  
9 MS. MYUNG KIM: Yeah.  
10 MR. RAYMOND KIM: (Korean  
11 phrase) is his company.  
12 MS. SONG: Oh, okay. Oh,  
13 I'm sorry.  
14 MR. RAYMOND KIM: Yeah.  
15 MS. MYUNG KIM: So can you  
16 rephrase it since he's just reading  
17 off of the report and you read this  
18 and restructure your translation?  
19 MS. SONG: Okay. I'll  
20 try.  
21 MS. MYUNG KIM: Because it  
22 doesn't -- I don't think it flows  
23 right.

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1 THE WITNESS: (Speaks in  
2 Korean)  
3 MS. SONG: Okay.  
4 Regarding the suppliers meeting on  
5 the quality control. Supervised  
6 under the head of quality control  
7 department every month, it will be  
8 done at their factory respectively.  
9 But in the case of HMMA as the  
10 major factor for the downtime,  
11 starting in September it has been  
12 done every Friday, that we have  
13 notified or -- notified the  
14 circumstances to the upper  
15 management in each suppliers in  
16 order to better the quality of the  
17 parts. But it doesn't seem to be  
18 the fact that we see or  
19 recognize --  
20 MS. MYUNG KIM: Our  
21 purchasing.  
22 MS. SONG: -- our  
23 purchasing --

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1 MS. MYUNG KIM: The people  
2 in --  
3 MS. SONG: -- people in --  
4 MS. MYUNG KIM: --  
5 purchasing.  
6 MS. SONG: -- purchasing  
7 department --  
8 MS. MYUNG KIM: Does  
9 not --  
10 MS. SONG: -- does not  
11 seem to recognize the purpose  
12 accurately.  
13 MS. MYUNG KIM: Can you  
14 read it? Can you read what she  
15 just said?  
16 (Whereupon, an  
17 off-the-record  
18 discussion was held.)  
19 (Whereupon, Ms. Song's  
20 translation was repeated.)  
21 Q. (By Mr. Stockham) Okay.  
22 Number two.  
23 A. (Witness speaks in Korean)

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1 MS. SONG: During the  
 2 meeting the head of the factory --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: -- explained  
 5 the same situation several times --  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: -- and  
 8 requested to refrain --  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: -- but  
 11 continued to act as a deputy --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: -- and delayed  
 14 the meeting.  
 15 MS. MYUNG KIM: As a  
 16 deputy of the supplier.  
 17 MS. SONG: Of the  
 18 suppliers.  
 19 MS. MYUNG KIM: Continue?  
 20 Q. Go ahead.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: In front of my  
 23 employees and suppliers --

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: -- the image of  
 3 the company --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- and the  
 6 image of the head of the factory  
 7 got damaged.  
 8 Q. Go ahead.  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Number four.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: This is the  
 13 second meeting.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: In -- from now  
 16 on during the claim meeting of the  
 17 suppliers --  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: -- it will have  
 20 great impact on it.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Also  
 23 afterwards.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: It seems as if  
 3 it will be difficult for me to be  
 4 in charge of meetings from now on.  
 5 Q. Okay. Now, I have some  
 6 questions I want to ask you about  
 7 the document.  
 8 MS. MYUNG KIM: There is a  
 9 last line.  
 10 MR. STOCKHAM: Okay. I'm  
 11 sorry. I thought we'd ask -- go  
 12 ahead and read the last line.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: As is the case  
 15 with HMC.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: Supervised by  
 18 the head of the quality control.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: We conclude  
 21 that it would be recommended to  
 22 have a meeting on the quality  
 23 control --

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1 MS. MYUNG KIM: Let me  
 2 clarify. (Speaks in Korean)  
 3 THE WITNESS: (Speaks in  
 4 Korean)  
 5 MS. MYUNG KIM: (Speaks in  
 6 Korean)  
 7 THE WITNESS: (Speaks in  
 8 Korean)  
 9 MS. MYUNG KIM: (Speaks in  
 10 Korean) Okay. Yeah.  
 11 THE WITNESS: (Speaks in  
 12 Korean)  
 13 MS. MYUNG KIM: She got  
 14 that right.  
 15 MR. STOCKHAM: So that as  
 16 correct?  
 17 MR. RAYMOND KIM: Yeah, it  
 18 was.  
 19 Q. (By Mr. Stockham) Now, I  
 20 have some questions I want to ask  
 21 you. If you will, look on page two  
 22 where it refers to, manager Choi  
 23 and Rob.

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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. It speaks about, they  
4 continued with the discussion.  
5 MS. SONG: (Translates  
6 into Korean)  
7 Q. Does that refer to the  
8 continuing discussion of the  
9 scratches?  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: Yes, that's  
14 right.  
15 Q. And both Chae and Rob were  
16 talking about the scratches?  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: Rob was leading  
21 the conversation.  
22 A. (Witness speaks in Korean)  
23 MS. SONG: And Mr. Chae

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1 was just --  
2 A. (Witness speaks in Korean)  
3 MS. SONG: -- agreeing,  
4 basically, with him.  
5 Q. Was Mr. Chae speaking in  
6 English or in Korean?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: I don't  
11 remember.  
12 Q. And it said that at that  
13 point John Kalson and Chris from  
14 Quality Control said something to  
15 Rob.  
16 MS. SONG: (Translates  
17 into Korean)  
18 Q. Do you know what they  
19 said?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: They said

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1 something in English so I wouldn't  
2 know.  
3 Q. Was it translated to you  
4 what they said?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: No.  
9 Q. It said that they had a  
10 discussion. Did they raise their  
11 voices?  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. (Witness speaks in Korean)  
15 MS. SONG: Whose voice are  
16 you referring to?  
17 Q. Any voice.  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: I would say  
22 both of them were rather a little  
23 bit raised.

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1 Q. Both of whom?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. MYUNG KIM: (Speaks in  
6 Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: I don't know.  
9 I don't remember clearly. I don't  
10 know.  
11 Q. You don't know whether --  
12 who raised their voice?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: Rob and --  
17 A. (Witness speaks in Korean)  
18 MS. SONG: Rob.  
19 Q. Did Mr. Kalson raise his  
20 voice?  
21 MS. SONG: (Translates  
22 into Korean)  
23 A. (Witness speaks in Korean)

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1 MS. SONG: No.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No, he was  
 4 talking in regular tone but I don't  
 5 know what he said.  
 6 Q. Did Chris raise his voice?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: No.  
 11 Q. Well, a second ago --  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 Q. -- you said both of them.  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I misunderstood  
 19 you.  
 20 Q. Now, how long did that  
 21 conversation go on?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I don't  
 3 remember clearly.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: Within the one  
 6 minute span.  
 7 Q. Were Mr. Kalson and Chris  
 8 and Rob all talking together?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. Yeah.  
 12 MS. SONG: Yes.  
 13 Q. And that all took place in  
 14 one minute?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Yes.  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: That's what I  
 21 remember it to be.  
 22 Q. And were they sitting  
 23 beside each other?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: Who?  
 5 Q. Chris and John Kalson and  
 6 Rob.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Rob was on the  
 11 opposite side from me.  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: And Kalson and  
 14 Chris were sitting next to each  
 15 other across from Rob.  
 16 Q. Across the table?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: Yes, across the  
 21 table.  
 22 Q. And you were at the head  
 23 of the table?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness indicates)  
 4 MS. SONG: Right here.  
 5 Q. So you were equal distance  
 6 from Rob and from Chris?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Rob was a  
 11 little bit more further away from  
 12 me.  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: And Kalson and  
 15 Chris was seated -- they were  
 16 seated a little bit closer to me.  
 17 Q. Did you interrupt their  
 18 discussion?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Yes. They were  
 23 talking. So yes.

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1 Q. How did you interrupt  
2 their discussion?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Like I said  
7 right here on the memo.  
8 Q. What did you say?  
9 MS. SONG: (Translates  
10 into Korean)  
11 Q. No. I'm sorry. Not in  
12 the memo. But --  
13 MS. SONG: (Translates  
14 into Korean)  
15 Q. -- did you say something  
16 directly to them?  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: I don't  
21 remember. So I need to refer to  
22 this --  
23 Q. Okay.

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1 MS. SONG: -- in order to  
2 tell you.  
3 Q. Did you speak directly to  
4 the individuals or did you talk  
5 through the translator?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: I don't  
10 remember.  
11 Q. And do you recall what you  
12 said?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: I don't  
17 remember either.  
18 A. (Witness speaks in Korean)  
19 MS. SONG: But if you  
20 refer to this then that's what I  
21 said.  
22 Q. And this just says --  
23 what?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Okay.  
5 A. (Witness speaks in Korean)  
6 MS. SONG: We'll summon  
7 the Mr. Chae from Glovis.  
8 A. (Witness speaks in Korean)  
9 MS. SONG: And we'll look  
10 into this.  
11 A. (Witness speaks in Korean)  
12 MS. SONG: And if there is  
13 a problem --  
14 A. (Witness speaks in Korean)  
15 MS. SONG: -- we can --  
16 A. (Witness speaks in Korean)  
17 MS. SONG: -- after  
18 discussing --  
19 A. (Witness speaks in Korean)  
20 MS. SONG: -- there  
21 wouldn't be any problem.  
22 A. (Witness speaks in Korean)  
23 MS. SONG: Let's resume

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1 with the meeting.  
2 Q. So that's what you told  
3 them to get them to stop?  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: Yes, that's  
8 right.  
9 Q. That -- next it says that  
10 Rob raised the scratch problem  
11 again.  
12 MS. SONG: (Translates  
13 into Korean)  
14 Q. What did you mean by --  
15 that he was suggesting something --  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: That's not what  
20 I said.  
21 Q. Well, what do you say?  
22 MS. SONG: (Translates  
23 into Korean)



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1 A. (Witness speaks in Korean)  
 2 MS. SONG: That's what Rob  
 3 said.  
 4 Q. But what did he say,  
 5 that --  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: He brought up  
 10 the scratching problem again.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: He said, is  
 13 there any other intentions.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: The meeting got  
 16 delayed.  
 17 Q. What did you mean, any  
 18 other intentions?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 MR. BOSTICK: Object to  
 22 the form.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I do not know.  
 2 You ask himself, who said it.  
 3 Q. Who did he ask the -- ask  
 4 that question to about other  
 5 intentions?  
 6 MS. SONG: I'm sorry. I  
 7 need to know when you say, he.  
 8 Q. Who did Rob ask the  
 9 question to about other intentions?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: It wasn't in  
 14 the form of a question. He just  
 15 said there may be some sort of  
 16 intentions here.  
 17 Q. How do you know that's  
 18 what he said?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: My translator.  
 23 Q. Now, the next line, it

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1 says, you displayed the meeting  
 2 agenda.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 Q. What were you referring to  
 6 there?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Perhaps what  
 11 was placed in front of me.  
 12 Q. The slide presentation by  
 13 the -- by Murakami?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: No.  
 18 Q. Well, that's what you told  
 19 me was before you. What do you say  
 20 that you were displaying?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: In front of my  
 2 desk there is briefing materials  
 3 for each suppliers. And then there  
 4 is -- the title of it on the very  
 5 top.  
 6 A. (Witness speaks in Korean)  
 7 MS. MYUNG KIM: (Speaks in  
 8 Korean)  
 9 THE WITNESS: (Speaks in  
 10 Korean)  
 11 MR. STOCKHAM: I'm going  
 12 to object to --  
 13 THE WITNESS: (Speaks in  
 14 Korean)  
 15 MR. STOCKHAM: -- talking  
 16 during --  
 17 THE WITNESS: (Speaks in  
 18 Korean)  
 19 MR. BOSTICK: Yeah.  
 20 MR. STOCKHAM: There's not  
 21 a -- there wasn't a point to be  
 22 clarified.  
 23 MR. BOSTICK: Okay.

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1 MR. STOCKHAM: I'm going  
2 to object to her --  
3 MR. BOSTICK: Clarify --  
4 that's fine. If you've got a  
5 question with the translation --  
6 but don't be --  
7 MS. MYUNG KIM: Okay.  
8 MR. BOSTICK: -- helping  
9 him with the answering.  
10 MS. SONG: There will be a  
11 list of the outlines on very top.  
12 And then there will be lists of the  
13 things underneath to go in order  
14 for the meeting.  
15 Q. Like Exhibit Number One?  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: I wouldn't  
20 know --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: I wouldn't know  
23 the contents of this. But there is

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1 a pile of documents like this in a  
2 binder.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: And then I was  
5 just -- I just had this in my hand.  
6 Q. It says under this number  
7 seven that the -- the items that  
8 were not included in the agenda can  
9 be discussed at another meeting  
10 presided by you, doesn't it?  
11 MS. SONG: (Translates  
12 into Korean)  
13 A. (Witness speaks in Korean)  
14 MS. SONG: Yes, that's  
15 right.  
16 Q. So, at least according to  
17 your notes, you had an agenda in  
18 front of you?  
19 MS. SONG: (Translates  
20 into Korean)  
21 MR. BOSTICK: Object to  
22 the form.  
23 A. (Witness speaks in Korean)

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1 MS. SONG: Yes, there was  
2 a sheet.  
3 Q. Do you think that there --  
4 that you had a different agenda  
5 from what was presented to every  
6 other Hyundai employee at the  
7 meeting?  
8 MR. BOSTICK: Object to  
9 the form.  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: No.  
14 Q. If the agenda from Mr.  
15 Cyrus -- strike that.  
16 Was there an HMC quality  
17 manager there?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: Yes.  
22 Q. His name was Mr. Park?  
23 MS. SONG: (Translates

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1 into Korean)  
2 A. Yeah.  
3 MS. SONG: Yes.  
4 Q. If Mr. Park had Exhibit  
5 One as the agenda do you think that  
6 that would be different from the  
7 agenda that you would have?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: I don't know.  
12 Q. Now, looking at -- right  
13 below number seven --  
14 MS. SONG: (Translates  
15 into Korean)  
16 Q. -- where it says, Rob.  
17 MS. SONG: (Translates  
18 into Korean)  
19 Q. It said, the sales manager  
20 went to the back of the room and  
21 came back with mirrors.  
22 MS. SONG: (Translates  
23 into Korean)

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1 Q. And refers to someone  
2 raising their voice.  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: Yes.  
7 Q. Who raised their voice?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: Rob raised his  
12 voice.  
13 Q. Rob --  
14 A. (Witness speaks in Korean)  
15 MS. SONG: It was the  
16 supplier -- the personnel from  
17 supplier who actually banged the  
18 mirrors together.  
19 Q. And you say Rob raised his  
20 voice?  
21 MS. SONG: (Translates  
22 into Korean)  
23 A. (Witness nods head

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1 affirmatively.)  
2 MS. SONG: Yes.  
3 Q. Did Rob raise his voice  
4 before or after the person from  
5 supply banged the mirrors together?  
6 MS. SONG: (Translates  
7 into Korean)  
8 MS. MYUNG KIM: (Speaks in  
9 Korean)  
10 MS. SONG: (Translates  
11 into Korean)  
12 A. (Witness speaks in Korean)  
13 MS. SONG: Afterwards.  
14 Q. What did he say when he  
15 raised his voice?  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness speaks in Korean)  
19 MS. SONG: I don't know.  
20 Q. Who did he raise his  
21 voice --  
22 MS. SONG: (Translates  
23 into Korean) I'm sorry?

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1 Q. To whom did he raise his  
2 voice?  
3 MS. SONG: (Translates  
4 into Korean)  
5 A. (Witness speaks in Korean)  
6 MS. SONG: I don't know.  
7 A. (Witness speaks in Korean)  
8 MS. SONG: But I --  
9 wouldn't have been me. Who was,  
10 you know, in charge of the meeting.  
11 Q. So he wasn't addressing  
12 you when he raised his voice?  
13 MS. SONG: I'm sorry?  
14 Q. Is that what you're  
15 saying?  
16 MS. MYUNG KIM: No. She  
17 should have said, it would have  
18 been me, is that she --  
19 MS. SONG: It wouldn't  
20 have been me. I said --  
21 MS. MYUNG KIM: Would have  
22 been --  
23 MS. SONG: Didn't he say

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1 in question form?  
2 MS. MYUNG KIM: (Speaks in  
3 Korean)  
4 THE WITNESS: (Speaks in  
5 Korean)  
6 MS. MYUNG KIM: (Speaks in  
7 Korean)  
8 MR. STOCKHAM: Mr. Kim?  
9 MR. RAYMOND KIM: I'm  
10 sorry. I didn't follow.  
11 MS. MYUNG KIM: (Speaks in  
12 Korean)  
13 MR. RAYMOND KIM:  
14 Repeat --  
15 MS. MYUNG KIM: (Speaks in  
16 Korean)  
17 Q. (By Mr. Stockham) Let me  
18 rephrase the question because --  
19 MS. SONG: (Speaks in  
20 Korean)  
21 Q. Mr. Kim, who did Mr. Cyrus  
22 raise his voice to?  
23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: He looked at my  
 4 side, so it would have been me.  
 5 Q. But you don't know what he  
 6 said?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I don't know.  
 11 Q. Translator didn't tell  
 12 you?  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: No.  
 17 Q. You didn't respond?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: No.  
 22 Q. And after that --  
 23 MS. SONG: (Translates

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1 Q. -- the scratch problem?  
 2 MR. BOSTICK: Object to  
 3 the form.  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 MR. BOSTICK: It's a  
 7 statement. It's not a question.  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: No. I don't  
 12 know what Mr. Chae and Rob said  
 13 among themselves.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: But --  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: -- when Rob  
 18 said this --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- when he was  
 21 raising his voice --  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: -- and when he

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1 into Korean)  
 2 Q. -- Mr. Choi and Rob  
 3 continued to discuss the scratch  
 4 problem?  
 5 MR. BOSTICK: Object to  
 6 the form.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Can you ask me  
 11 one more time, please?  
 12 Q. It was after Mr. Cyrus  
 13 raised his voice to you --  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 Q. -- according to your  
 17 note --  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 Q. -- that Mr. Choi and Mr.  
 21 Rob continued to discuss --  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 hit the table with it --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- I asked to  
 4 see the mirrors.  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: So I was  
 7 looking at the mirrors --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- in relation  
 10 to the scratch problem --  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: -- after the  
 13 meeting --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- since I  
 16 summoned Mr. Chae from Glovis.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: This can be --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: That can be  
 21 discussed at that time and let's  
 22 resume with the meeting.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: At that time --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: -- Mr. Chae and  
 4 Rob addressed that scratch problem  
 5 again.  
 6 Q. And how long did they  
 7 continue to talk about the scratch  
 8 problem?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I don't know.  
 13 Anyway --  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: -- Rob said  
 16 something.  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: And then Mr.  
 19 Chae piggybacked on him.  
 20 Q. What did Mr. -- well,  
 21 first of all, who did Mr. Chae  
 22 address?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: In Korean I  
 4 would think.  
 5 Q. Do you know whether he was  
 6 speaking any English?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I guess a  
 11 little but I don't know if he  
 12 speaks well.  
 13 Q. But at that particular  
 14 time do you know whether he was  
 15 speaking Korean or English?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Anyway, I  
 20 remember --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I don't  
 23 remember clearly but I would think

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: To me and -- I  
 4 mean, he was facing me.  
 5 Q. Mr. Chae was addressing  
 6 you?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: Because of the  
 11 way we're --  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: The way we're  
 14 seated the quality control --  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: And in my side  
 17 is the side that they were facing.  
 18 Q. And was Mr. Choi speaking  
 19 English or Korean?  
 20 MS. SONG: (Translates  
 21 into Korean)  
 22 MR. BOSTICK: Objection.  
 23 MS. SONG: (Translates

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1 that he said it in Korean.  
 2 Q. Do you know whether he was  
 3 addressing the people from Murakami  
 4 or not?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Could you  
 9 rephrase the question one more  
 10 time?  
 11 Q. Do you know whether or not  
 12 Mr. Choi was addressing the people  
 13 from Murakami at this time?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: I don't  
 18 remember clearly --  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: -- as I have  
 21 mentioned before.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: But as he was



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1 talking across the table then  
 2 apparently he was talking to the  
 3 people across the table.  
 4 Q. Well, you were at the end  
 5 of the table, weren't you?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I was sitting  
 10 right there (indicating).  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: There was the  
 13 interpreter and then John Kalson.  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: And then Chris.  
 16 A. (Witness speaks in Korean)  
 17 MS. SONG: So --  
 18 A. (Witness speaks in Korean)  
 19 Q. Well, let me ask you.  
 20 Identify where you were sitting,  
 21 please, sir.  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 (indicating)  
 3 MS. SONG: Right here  
 4 (indicating).  
 5 Q. And where was -- and put a  
 6 K.  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 (Witness complies)  
 10 Q. And put where the  
 11 interpreter sat.  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 (Witness complies)  
 16 Q. And where did Mr. Choi  
 17 sit?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Indicating)  
 21 Q. And where did Mr. -- Rob  
 22 sit?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Indicating)  
 3 Q. And who sat on the other  
 4 side toward you from Mr. Choi?  
 5 MS. SONG: I'm sorry.  
 6 MR. STOCKHAM: Yes, go  
 7 ahead.  
 8 MS. SONG: This one  
 9 (indicating)?  
 10 MR. BOSTICK: Uh-uh.  
 11 MS. SONG: This one.  
 12 (indicating)?  
 13 MR. STOCKHAM: No, up here  
 14 (indicating).  
 15 MR. BOSTICK: Who was next  
 16 to here (indicating).  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: I don't know.  
 21 Q. Where did Mr. -- Chris  
 22 sit?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Indicating)  
 3 Q. And where did Mr. -- John  
 4 sit?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Indicating)  
 8 Q. So let me just get you, if  
 9 you will -- am I correct that  
 10 that's (indicating) where you sat?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. Yeah.  
 14 Q. And this (indicating) is  
 15 where Mr. Chae sat?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness nods head  
 19 affirmatively.)  
 20 Q. And this (indicating) is  
 21 where Mr. Kalson sat?  
 22 MS. SONG: (Translates  
 23 into Korean)

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I don't  
 3 remember clearly.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: But what I  
 6 remember, I think that's where he  
 7 was.  
 8 Q. And next to him --  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 Q. -- sat?  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 A. (Witness speaks in Korean)  
 15 MS. SONG: Chris. I think  
 16 it was Chris.  
 17 Q. And who sat next to Mr.  
 18 Chris?  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness shakes head  
 22 negatively.)  
 23 MS. SONG: I don't know.

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1 Q. He doesn't remember.  
 2 Do you remember where the  
 3 Murakami individuals sat?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. Mr. Choi (indicating).  
 7 MS. SONG: Mr. Choi.  
 8 A. Rob.  
 9 MS. SONG: Rob.  
 10 A. (Witness speaks in Korean)  
 11 (indicating)  
 12 MS. SONG: And then --  
 13 that was Rob. And then vice  
 14 president from Murakami.  
 15 Q. And the other individual  
 16 from Murakami sat next to him?  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Yes.  
 19 Q. All three of the Murakami  
 20 individuals sat side by side?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I don't know  
 2 how many. Three or others, I don't  
 3 know.  
 4 MR. STOCKHAM: Mark this  
 5 as the next exhibit.  
 6 (Whereupon, Plaintiff's  
 7 Exhibit Four  
 8 was marked for  
 9 identification.)  
 10 Q. Now, looking under number  
 11 nine.  
 12 MS. SONG: (Translates  
 13 into Korean)  
 14 Q. Is that a quotation from  
 15 you?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: (Speaks in  
 20 Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Yes.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: At that time,  
 2 yes, and what I said.  
 3 Q. And what you said was  
 4 addressed to Mr. Choi?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: Yes.  
 9 Q. And you asked him what the  
 10 matter was?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: I basically  
 15 scolded him.  
 16 Q. You scolded him in front  
 17 of everyone?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: No, to Mr.  
 22 Choi.  
 23 Q. But in front of everyone?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: Yes. Everyone  
5 was present.  
6 Q. Did you raise your voice  
7 when you scolded him?  
8 MS. SONG: (Translates  
9 into Korean)  
10 A. (Witness speaks in Korean)  
11 MS. SONG: A little bit.  
12 Q. How loud was your voice?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: I don't know  
17 how to describe that.  
18 Q. Well, was it as loud as --  
19 A. (Witness speaks in Korean)  
20 MS. SONG: As I have just  
21 said. It's not my normal voice,  
22 but what I just showed you.  
23 Q. Now, you asked him if he

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1 was here to defend his company?  
2 MR. BOSTICK: Object to  
3 the form.  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: To who, what  
8 did I ask?  
9 Q. Did you ask Mr. Choi if he  
10 was there to defend his company?  
11 MS. SONG: (Translates  
12 into Korean)  
13 MS. MYUNG KIM: (Speaks in  
14 Korean)  
15 MS. SONG: (Translates  
16 into Korean)  
17 MS. MYUNG KIM: (Speaks in  
18 Korean)  
19 MS. SONG: The company?  
20 MS. MYUNG KIM: (Speaks in  
21 Korean)  
22 MS. SONG: (Speaks in  
23 Korean)

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1 A. (Witness speaks in Korean)  
2 MS. SONG: I just --  
3 A. (Witness speaks in Korean)  
4 MS. SONG: It's not in the  
5 form of a question. I scolded him  
6 and said, are you here to -- you  
7 know, to --  
8 MR. RAYMOND KIM: Defend  
9 the vendors.  
10 MS. SONG: -- defend the  
11 vendors. Thank you.  
12 A. (Witness speaks in Korean)  
13 MS. SONG: It's not in the  
14 form of a question. It was just a  
15 scolding.  
16 Q. And you directed that to  
17 Mr. Choi?  
18 MS. SONG: (Translates  
19 into Korean)  
20 A. (Witness speaks in Korean)  
21 MS. SONG: Yes.  
22 Q. Now, it says you folded  
23 the papers you were reading.

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1 MS. SONG: (Translates  
2 into Korean)  
3 Q. Is that the same papers as  
4 the agenda you were telling me  
5 about?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 (indicating)  
10 MS. SONG: So, like this  
11 file --  
12 A. (Witness speaks in Korean)  
13 MS. SONG: -- looks like  
14 my file. You -- there is documents  
15 here. So I just closed up my file  
16 (demonstrating).  
17 Q. Now, did you ever say in  
18 the meeting --  
19 MS. SONG: (Translates  
20 into Korean)  
21 Q. -- that you would like to  
22 charge back the cost of all the  
23 repairs to Murakami?

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1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: No.  
5 Q. Did you ever say that all  
6 the repairs that HMA members were  
7 making, that you would like to  
8 charge back all those repairs to  
9 Murakami?  
10 MS. SONG: (Translates  
11 into Korean)  
12 MR. BOSTICK: HMMA.  
13 MS. MYUNG KIM: HMM --  
14 MS. SONG: MM --  
15 MS. MYUNG KIM: MMA.  
16 MR. STOCKHAM: Yeah.  
17 MS. SONG: (Translates  
18 into Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: I don't  
21 understand --  
22 MS. MYUNG KIM: (Speaks in  
23 Korean)

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1 A. (Witness speaks in Korean)  
2 MS. SONG: I don't  
3 understand.  
4 Q. Well, did you ever state  
5 that you're concerned only with the  
6 buffings on the mirrors?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: No, I did not  
11 say that.  
12 Q. Did you ever say in the  
13 meeting that the buffing requires  
14 extensive repairs by HMMA members?  
15 MS. SONG: (Translates  
16 into Korean)  
17 A. (Witness speaks in Korean)  
18 MS. SONG: I don't know.  
19 Q. Did you ever say that,  
20 therefore I want to charge back all  
21 costs incurred for those repairs to  
22 Murakami?  
23 MS. SONG: (Translates

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1 into Korean)  
2 A. (Witness speaks in Korean)  
3 MS. SONG: I don't know.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: Anything  
6 outside of these -- this note here  
7 I don't remember. I mean, it  
8 happened more than two years ago.  
9 I don't retain much outside of  
10 this.  
11 Q. Well, if -- did you ever  
12 hear Mr. Rob Cyrus say that the  
13 issue to be discussed was two  
14 hundred minutes of downtime charged  
15 to Murakami?  
16 MS. SONG: (Translates  
17 into Korean)  
18 A. (Witness shakes head  
19 negatively.)  
20 MS. SONG: No. (Speaks in  
21 Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: No, I don't

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1 know.  
2 Q. You don't know?  
3 MS. SONG: I don't know.  
4 A. (Witness speaks in Korean)  
5 MS. SONG: I don't  
6 remember.  
7 Q. Did you ever hear anyone  
8 -- or excuse me -- Mr. Cyrus say  
9 that it's not accurate to charge  
10 all the downtime to Murakami?  
11 MS. SONG: (Translates  
12 into Korean)  
13 MS. MYUNG KIM: (Speaks in  
14 Korean)  
15 MS. SONG: (Translates  
16 into Korean)  
17 MS. MYUNG KIM: (Speaks in  
18 Korean)  
19 A. (Witness speaks in Korean)  
20 MS. SONG: Well, since --  
21 A. (Witness speaks in Korean)  
22 MS. SONG: Since things  
23 were said in English if my

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1 translator did not convey it to me  
 2 then I don't know what had been  
 3 said outside of this.  
 4 Q. Did the translator ever  
 5 tell you that?  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: What?  
 10 Q. That Mr. Cyrus said that  
 11 charging two hundred minutes of  
 12 downtime to Murakami was not  
 13 accurate?  
 14 MS. SONG: (Translates  
 15 into Korean)  
 16 MS. MYUNG KIM: (Speaks in  
 17 Korean) Can you repeat the  
 18 question once again?  
 19 MR. STOCKHAM: Yes.  
 20 Q. Did your translator ever  
 21 say to you that Mr. Cyrus claimed  
 22 that two hundred minutes of  
 23 downtime charged to Murakami was

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1 not accurate?  
 2 MS. SONG: (Translates  
 3 into Korean)  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I did not hear  
 6 that.  
 7 Q. Did you ever say that  
 8 there could be some errors in the  
 9 calculation of downtime?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: What do you  
 14 mean by miscalculating?  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Can you  
 17 rephrase the question --  
 18 Q. Yes.  
 19 MS. SONG: -- one more  
 20 time?  
 21 Q. Did you ever make the  
 22 statement in this meeting --  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 Q. -- that there can be some  
 3 calculation errors on the downtime?  
 4 MS. SONG: (Translates  
 5 into Korean)  
 6 A. (Witness speaks in Korean)  
 7 MS. SONG: No.  
 8 Q. Did Mr. Cyrus ever say  
 9 that the accurate downtime was the  
 10 root issue of the meeting?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 A. (Witness speaks in Korean)  
 14 MS. SONG: I did not hear  
 15 that.  
 16 Q. Did your translator tell  
 17 you that Mr. Cyrus said that?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I did not hear  
 22 that.  
 23 Q. Did the translator ever

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1 tell you that Mr. Cyrus used the  
 2 term, bullshit?  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. MYUNG KIM: Bullshit.  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: What's  
 9 bullshit?  
 10 MS. MYUNG KIM: (Speaks in  
 11 Korean)  
 12 A. (Witness speaks in Korean)  
 13 MR. RAYMOND KIM: (Speaks  
 14 in Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: I did hear it  
 17 at the end.  
 18 Q. You heard it at the end?  
 19 MS. SONG: At the end.  
 20 Q. You heard Mr. Cyrus say  
 21 it?  
 22 MS. SONG: (Translates  
 23 into Korean)



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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I didn't hear  
 3 the word "bullshit" but --  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: -- afterwards  
 6 -- people told me afterwards that  
 7 they -- he used the word  
 8 "bullshit". I don't know English  
 9 so I don't know what that meant at  
 10 first.  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: But other  
 13 people told me so I found out later  
 14 on.  
 15 Q. Who told you?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I don't know.  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I don't  
 22 remember.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: But there were  
 2 numerous people there.  
 3 Q. Do you -- you don't recall  
 4 anyone who told you?  
 5 MS. SONG: (Translates  
 6 into Korean)  
 7 A. (Witness speaks in Korean)  
 8 MS. SONG: No, I don't  
 9 know.  
 10 Q. Now -- did you ever say in  
 11 the meeting that the point of the  
 12 meeting was to address -- find the  
 13 right word -- fundamental and  
 14 systematic major quality issues?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 MS. MYUNG KIM: (Speaks in  
 18 Korean)  
 19 MS. SONG: (Translates  
 20 into Korean)  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I'm sorry.  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Could you --  
 2 MS. MYUNG KIM:  
 3 Fundamental and systematic quality.  
 4 (Speaks in Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: I have  
 7 addressed --  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: -- several  
 10 times the purpose of this meeting  
 11 and the content here describes it  
 12 very well.  
 13 Q. (By Mr. Stockham) Did you  
 14 ever say that the purpose of the  
 15 meeting was to discuss fundamental  
 16 and systematic major quality  
 17 issues?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: If it's not on  
 22 here I don't remember.  
 23 Q. Well, I didn't see it

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1 discussed on there. That's why I'm  
 2 asking.  
 3 MS. SONG: (Translates  
 4 into Korean)  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: Then I don't  
 7 know.  
 8 MR. BOSTICK: Can we take  
 9 a quick restroom break?  
 10 (Whereupon, a brief  
 11 recess was taken in  
 12 the deposition.)  
 13 MR. STOCKHAM: Back on the  
 14 record.  
 15 Q. (By Mr. Stockham) In the  
 16 meeting on September 16th, 2005 did  
 17 you call the manager for Glovis to  
 18 come forward?  
 19 MR. BOSTICK: Object to  
 20 the form.  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: I told someone  
 2 to call --  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: I directed  
 5 someone to call him.  
 6 Q. Was the person from Glovis  
 7 not in the meeting?  
 8 MS. SONG: (Translates  
 9 into Korean)  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: He was not  
 12 present. That's why after the  
 13 meeting he wanted the people in  
 14 charge to discuss it later after  
 15 the meeting.  
 16 Q. So that would be Mr. Jin  
 17 Ho Choi?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: Yes.  
 22 Q. But you didn't speak to  
 23 Mr. Jin Ho Choi in the meeting?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: He was not  
 5 there.  
 6 Q. So you did not tell Mr.  
 7 Jin Ho Choi that you would not  
 8 discuss matters concerning Glovis  
 9 in the meeting; is that correct?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. Yeah.  
 13 MS. SONG: Yes, that's  
 14 right.  
 15 Q. Now, scratches caused by  
 16 Glovis would be a quality problem  
 17 would they -- would it not?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 A. (Witness speaks in Korean)  
 21 MS. SONG: I don't know --  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I didn't know

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1 -- at that time I didn't know where  
 2 the scratches came from, whether it  
 3 was from Glovis or elsewhere. We  
 4 needed to look into that  
 5 afterwards, later.  
 6 Q. Now, you left the room at  
 7 one point and then came back, did  
 8 you not?  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 A. (Witness speaks in Korean)  
 12 MS. SONG: I don't  
 13 remember clearly but I think so.  
 14 Q. Your notes don't reflect  
 15 that, though, do they?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: Yes, that's  
 20 right.  
 21 Q. Why do your notes not  
 22 reflect that you left the room and  
 23 then came back?

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1 MS. SONG: (Translates  
 2 into Korean)  
 3 A. (Witness speaks in Korean)  
 4 MS. SONG: What does me  
 5 leaving the room and coming back  
 6 has anything to do with the report?  
 7 MR. BOSTICK: Just answer  
 8 the question.  
 9 MS. SONG: (Translates  
 10 into Korean)  
 11 MR. BOSTICK: He can't ask  
 12 questions.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Could you  
 17 repeat the question?  
 18 Q. (By Mr. Stockham) Why  
 19 does your report not reflect that  
 20 you left the room and came back?  
 21 MS. SONG: (Translates  
 22 into Korean)  
 23 A. (Witness speaks in Korean)

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1 MS. SONG: Because it's  
2 irrelevant to the report. So I did  
3 not put it in there.  
4 Q. How long were you out of  
5 the room?  
6 MS. SONG: (Translates  
7 into Korean)  
8 A. (Witness speaks in Korean)  
9 MS. SONG: One minute or  
10 even less than one minute. I don't  
11 know.  
12 Q. Was that before or after  
13 you told Mr. Choi -- or that you  
14 reprimanded Mr. Choi?  
15 MS. SONG: (Translates  
16 into Korean)  
17 MR. BOSTICK: Object to  
18 the form.  
19 A. (Witness speaks in Korean)  
20 MS. SONG: It was  
21 afterwards, after the meeting was  
22 over.  
23 Q. You left the room after

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1 MS. SONG: About one  
2 minute. It was very brief.  
3 Q. What -- why did you come  
4 back into the room?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: I was just a  
9 little upset.  
10 A. (Witness speaks in Korean)  
11 MS. SONG: Because the  
12 meeting fell apart. So --  
13 A. (Witness speaks in Korean)  
14 MS. SONG: So I had to  
15 come back in again and then I just  
16 went out again.  
17 Q. Why did you come back in  
18 the room?  
19 MS. SONG: (Translates  
20 into Korean)  
21 A. (Witness speaks in Korean)  
22 MS. SONG: I don't know.  
23 A. (Witness speaks in Korean)

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1 the meeting was over?  
2 MS. SONG: (Translates  
3 into Korean)  
4 A. (Witness speaks in Korean)  
5 MS. SONG: I said I was  
6 going to call it quits and then  
7 left the room and then came back  
8 in.  
9 Q. My question was: Did you  
10 leave the room before or after you  
11 reprimanded Mr. Choi?  
12 MR. BOSTICK: Object to  
13 the form.  
14 MS. SONG: (Translates  
15 into Korean)  
16 A. (Witness speaks in Korean)  
17 MS. SONG: After scolding.  
18 Q. You came back into the  
19 room. And how long were you in the  
20 room?  
21 MS. SONG: (Translates  
22 into Korean)  
23 A. (Witness speaks in Korean)

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1 MS. SONG: I don't know  
2 why I did.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: I don't know  
5 why.  
6 Q. And how long did you stay  
7 -- did you say anything when you  
8 came back in?  
9 MS. SONG: (Translates  
10 into Korean)  
11 A. (Witness speaks in Korean)  
12 MS. SONG: I don't know.  
13 I don't remember.  
14 Q. The meeting didn't go on  
15 for another twenty minutes after  
16 you left the room?  
17 MR. CYRUS: The first  
18 time.  
19 Q. The first time?  
20 MS. SONG: (Translates  
21 into Korean)  
22 A. (Witness speaks in Korean)  
23 MS. SONG: I don't know.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: I left the room  
 3 so I don't know.  
 4 Q. But when you came back in  
 5 the room the meeting --  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. -- the meeting continued  
 9 for another twenty minutes, didn't  
 10 it?  
 11 MR. BOSTICK: Object to  
 12 the form. That's not a question.  
 13 MS. SONG: (Translates  
 14 into Korean)  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: No, I don't  
 17 know.  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: We were all  
 20 standing so --  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: I mean, I  
 23 called it quit, folded the binder

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1 and I called it quits.  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Maybe they were  
 4 just lingering --  
 5 A. (Witness speaks in Korean)  
 6 MS. SONG: -- those people  
 7 were lingering after the meeting,  
 8 just talking.  
 9 Q. After you came back in the  
 10 room the first time --  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 Q. -- the meeting went on for  
 14 another twenty minutes before you  
 15 left, didn't it?  
 16 MS. SONG: (Translates  
 17 into Korean)  
 18 A. (Witness speaks in Korean)  
 19 MS. SONG: I don't know.  
 20 Q. You don't know that you  
 21 were there for another twenty  
 22 minutes?  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. Now, after you left the  
 5 second time --  
 6 MS. SONG: (Translates  
 7 into Korean)  
 8 Q. -- did you take Mr. Choi  
 9 up to your office?  
 10 MS. SONG: (Translates  
 11 into Korean)  
 12 A. (Witness speaks in Korean)  
 13 MS. SONG: I don't  
 14 remember.  
 15 Q. Did you scold him for  
 16 another twenty minutes in your  
 17 office?  
 18 MS. SONG: (Translates  
 19 into Korean)  
 20 MR. BOSTICK: Object to  
 21 the form.  
 22 A. (Witness speaks in Korean)  
 23 MS. SONG: I don't

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1 remember that either. But --  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: Anyway if he  
 4 were to follow me then I probably  
 5 would have scolded him some more.  
 6 MR. BOSTICK: Are we  
 7 picking up Mr. Cyrus' comments?  
 8 Because if he's going to keep  
 9 making comments I want them put on  
 10 the record. Or otherwise he can  
 11 make notes --  
 12 MR. STOCKHAM: Just make  
 13 notes and show them to me.  
 14 Q. (By Mr. Stockham) Now,  
 15 did you tell Mr. Choi that you were  
 16 going to fire him?  
 17 MS. SONG: (Translates  
 18 into Korean)  
 19 A. (Witness speaks in Korean)  
 20 MS. SONG: No.  
 21 Q. Did you tell Mr. Choi that  
 22 he was going to have to go home?  
 23 MS. SONG: (Translates

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1 into home?  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. Did you tell Mr. Choi that  
 5 you were going to have Mr. Cyrus  
 6 fired?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: I don't know.  
 11 Q. Excuse me?  
 12 MS. SONG: I don't know.  
 13 Q. You don't know whether you  
 14 told him that or not?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: Anything  
 19 outside of this memo I don't  
 20 remember.  
 21 A. (Witness speaks in Korean)  
 22 MS. SONG: Because I was a  
 23 little bit upset.

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1 A. (Witness speaks in Korean)  
 2 MS. SONG: So beyond this  
 3 I don't remember.  
 4 A. (Witness speaks in Korean)  
 5 MS. SONG: I mean, under  
 6 those circumstances what can you  
 7 think?  
 8 Q. Had you had any other  
 9 incident involving Mr. Choi or Mr.  
 10 Cyrus that was upsetting to you?  
 11 MS. SONG: (Translates  
 12 into Korean)  
 13 MR. BOSTICK: Object to  
 14 the form.  
 15 A. (Witness speaks in Korean)  
 16 MS. SONG: Outside of  
 17 this, again, I don't know.  
 18 Q. Did you speak to the  
 19 president about Mr. Choi and Mr.  
 20 Cyrus?  
 21 MR. BOSTICK: Object to  
 22 the form.  
 23 MS. SONG: (Translates

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1 into Korean)  
 2 A. (Witness speaks in Korean)  
 3 MS. SONG: No.  
 4 Q. Did you call anyone in the  
 5 home office about Mr. Choi or Mr  
 6 Cyrus?  
 7 MS. SONG: (Translates  
 8 into Korean)  
 9 A. (Witness speaks in Korean)  
 10 MS. SONG: No.  
 11 Q. Who was responsible for  
 12 putting all of these reports  
 13 together under the Exhibit Number  
 14 Two cover sheet?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: I --  
 19 MS. MYUNG KIM: (Speaks in  
 20 Korean) Can you repeat the  
 21 question?  
 22 MS. SONG: Could you  
 23 repeat the question?

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1 MR. STOCKHAM: Sure.  
 2 Q. Who was responsible for  
 3 putting all the reports together  
 4 under that cover sheet which is  
 5 Exhibit Number Two?  
 6 MS. SONG: Thank you.  
 7 (Translates into Korean)  
 8 A. (Witness speaks in Korean)  
 9 MS. SONG: I don't know.  
 10 A. (Witness speaks in Korean)  
 11 MS. SONG: How would I  
 12 know that. I don't know.  
 13 Q. You didn't direct it to be  
 14 done?  
 15 MS. SONG: (Translates  
 16 into Korean)  
 17 A. (Witness speaks in Korean)  
 18 MS. SONG: No, I did not  
 19 do that.  
 20 Q. Did you direct the  
 21 individuals who wrote the reports  
 22 that are listed in Exhibit Number  
 23 Two to write the reports?



Page 242

1 MS. SONG: (Translates  
2 into Korean)  
3 A. (Witness speaks in Korean)  
4 MS. SONG: No.  
5 Q. Did you ask anyone to see  
6 that that was done?  
7 MS. SONG: (Translates  
8 into Korean)  
9 A. (Witness speaks in Korean)  
10 MS. SONG: I don't know.  
11 Q. Do you know how that came  
12 to be?  
13 MS. SONG: (Translates  
14 into Korean)  
15 A. (Witness speaks in Korean)  
16 MS. SONG: I don't know.  
17 (Whereupon, an  
18 off-the-record  
19 discussion was held.)  
20 Q. (By Mr. Stockham) So you  
21 did not tell Mr. Chase that he  
22 needed to write the meeting minute?  
23 MS. SONG: I'm sorry.

Page 243

1 Would you --  
2 Q. You did not have to -- you  
3 did not tell Mr. Harry Chase to  
4 write the report?  
5 MS. SONG: (Translates  
6 into Korean)  
7 A. (Witness speaks in Korean)  
8 MS. SONG: Who is Harry  
9 Chase?  
10 Q. He's listed on this cover  
11 sheet.  
12 MS. SONG: (Translates  
13 into Korean)  
14 A. (Witness speaks in Korean)  
15 MS. SONG: Where does it  
16 say? I don't know.  
17 MR. BOSTICK: Here it is  
18 (indicating).  
19 MS. SONG: I don't recall.  
20 Q. He worked under you,  
21 didn't he?  
22 MS. SONG: (Translates  
23 into Korean)

Page 244

1 MR. BOSTICK: Object to  
2 the form.  
3 A. (Witness speaks in Korean)  
4 MS. SONG: It was -- at  
5 first I don't know if Harry Chase  
6 was working under me. I don't even  
7 know his face.  
8 MS. MYUNG KIM: Because  
9 it's been only one month.  
10 MS. SONG: It's been only  
11 one month.  
12 Q. What do you mean it's only  
13 been one month?  
14 MS. SONG: (Translates  
15 into Korean)  
16 A. (Witness speaks in Korean)  
17 MS. SONG: It has been  
18 only two and a half months since I  
19 worked here.  
20 A. (Witness speaks in Korean)  
21 MS. SONG: So I didn't  
22 know who were working for me,  
23 managers like this.

Page 245

1 Q. So it was only two and a  
2 half months when you had this  
3 meeting?  
4 MS. SONG: (Translates  
5 into Korean)  
6 A. (Witness speaks in Korean)  
7 MS. SONG: I got --  
8 A. (Witness speaks in Korean)  
9 MS. SONG: The notice came  
10 on May 30th of 2005 and I was to be  
11 transferred as of June the 1st.  
12 A. (Witness speaks in Korean)  
13 MS. SONG: May 31st. I  
14 arrived here on May 31st.  
15 A. (Witness speaks in Korean)  
16 MS. SONG: And the person  
17 hand over the title to me or -- it  
18 was handed over the very next day  
19 on June 1st.  
20 MR. STOCKHAM: I think  
21 that's it.  
22 (Whereupon, an  
23 off-the-record

Page 246

1 discussion was held.)  
 2 (Whereupon, a brief  
 3 recess was taken in  
 4 the deposition.)

5 MR. BOSTICK: I don't have  
 6 any questions.

7  
 8 FURTHER THE DEPONENT SAITH NOT  
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Page 248

1 INSTRUCTIONS TO THE WITNESS

2 Please read your deposition  
 3 over carefully before you sign it.  
 4 You should make all your changes to  
 5 the attached errata sheet. Please  
 6 do not mark on the original  
 7 deposition.

8  
 9 After making any changes which  
 10 you have noted on the attached  
 11 errata sheet, sign your name on the  
 12 errata sheet and date it, then sign  
 13 your deposition at the end of your  
 14 testimony in the space provided.  
 15 You are signing it subject to the  
 16 changes you have made on the errata  
 17 sheet, which will be attached to  
 18 the deposition.

19  
 20 Return the original errata  
 21 sheet and transcript to Daniel  
 22 Court Reporting, 1310 32nd Street  
 23 South, Birmingham, Alabama, 35202.

Page 247

1 C E R T I F I C A T E

2  
 3 STATE OF ALABAMA )  
 4 JEFFERSON COUNTY )  
 5

6 I hereby certify that the above  
 7 and foregoing deposition was taken  
 8 down by me in stenotype, and the  
 9 questions and answers thereto were  
 10 reduced to typewriting under my  
 11 supervision, and that the foregoing  
 12 represents a true and correct  
 13 transcript of the deposition given  
 14 by said witness upon said hearing.

15 I further certify that I am  
 16 neither of counsel nor kin to the  
 17 parties to the action, nor am I in  
 18 anywise interested in the result of  
 19 said cause.  
 20  
 21  
 22  
 23

22 Sandra Peebles Daniel  
 23 Commissioner

Page 249

1 According to the Rules of Civil  
 2 Procedure, you will have thirty  
 3 (30) days from the date you receive  
 4 this deposition in which to read,  
 5 sign, and return your deposition to  
 6 the above office. If you fail to  
 7 do so, you automatically waive your  
 8 right to make any corrections to  
 9 your deposition.  
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Page 250

1 SIGNATURE PAGE OF  
2 HOEA IL KIM  
3

4 I hereby do acknowledge that I  
5 have read the foregoing deposition  
6 and that the same is a true and  
7 correct transcription of the  
8 answers given by me to the  
9 questions propounded, except for  
10 the changes, if any, noted on the  
11 attached errata sheet.  
12  
13

14 WITNESS: \_\_\_\_\_  
15

16 DATE: \_\_\_\_\_  
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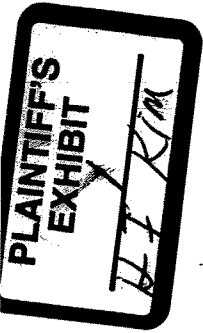
Page 251

1 PAGE LINE EXPLANATION  
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HOEA IL KIM

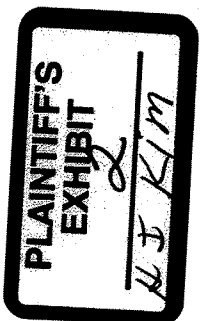
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## ☒ Presentation Topics for the week of 9/16/2005

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Murakami	Outside mirror	Paint issues (Polishing mark, Crater, Scratches)	341	Downtime (Door line)	20 Min.
		Poor heat staking of inside bush nut (Wind noise)	2	Test track	
Hwashin	Package tray panel	Oil contamination (Crater)	100 %	Paint shop	20 Min.
		Stamping Split	6	Body shop	
		Subwoofer weldnuts misaligned	25	GA (T3)	10 Min.



# 2005년 9월 16일 회의 관련 참석자 진술서(보고서) 목록

0195

번호	소속	진술자	지체	비고
1	생산	김 회일	공장장	한글
2	"	조 봉관	생산 담당 이사	한글
3	"	존 칼슨(John Kalsen)	생산 담당 이사	영문 및 번역본
4	"	해리 체이스(Harry Chase)	생산 관리 과장	"
5	품질	박 승도	품질보증 부장(HMC)	한글
6	"	곽 석구	품질 담당 이사 (HMMMA)	"
7	"	제이슨 지 (Jason Chi)	부품 품질 담당 과장	영문 및 번역본
8	"	크리스 수sock(Chris Susock)	품질 담당 부장	"
9	"	게랄드 혼(Gerald Horn)	부품 품질 담당 대리	"
10	개발	최 정연	개발 관리 담당 부장	한글
11	"	황 병달	부품 개발 과장	"
12	"	랍 사이리스(Bob Cyrus)	부품 개발 담당 이사	영문 및 번역본



# 보 고 서

보고자 소 속 : HMMA

직 책 : 공장장

성 명 : 김 회일



## [보고 내용]

2005년 9월 16일 금요일 10시 HMMA 의장사무동 1층 Alabama Room에서 HMMA 품질관리팀 주관 협력업체 Claim 회의 주관중 발생한 상황에 대하여 아래와 같이 보고 및 의견을 말씀 드립니다.

- 아 래 -

회의 처음 시작은 05년 8~9월 협력업체의 부품 불량으로 인한 당사 완성차 생산 Line의 Down Time 현황에 대해 부품검수 담당 지(Chi) 과장의 설명에 뒤이어 본회의가 시작됨.

첫번째로 사이드 미리 생산업체인 무라카미에서 유철(#1) 보고서로 Briefing 하였음.

1 <공장장> 무라카미의 아웃사이드 미리 생산경험이 얼마나 되었고 또한 어느 업체에 납품한 실적이 있느냐?  
 <무라카미 부사장> 60년 되었고 미국내 거의 대부분의 TOYOTA 계열사(약 10개 정도)에 납품하고 있다고  
 여러회사 이름을 대면서 얘기함.

2 <공장장> 왜 전등의 밝기를 1000LUX → 2500LUX로 바꾸었느냐?

②

〈무라카미 발표자〉 포장장의 전등 밝기가 잘 안보여 1000LUX → 2500LUX로 바꾸었다.

3

3 〈공장장〉 제품의 Cure Time이 4시간 정도 가져야 함에도 불구하고 규정된 시간을 지키지 않았기 때문에 Bup'g이 일어난 것 아니냐?

〈무라카미 발표자〉 "Bup'g에 대한 설명없이" HMMA에서 승인한 Container 문제로 일어났으며 또한 Glovis의 취급 부주의로 스크래치 문제가 발생했다고 얘기함.

4

4 〈공장장〉 Container(미러 공급 용기)의 형상 유무에 관계없이 Cure Time만 정확히 지켰어도 Bup'g 문제는 일어나지 않았지 않느냐?

앞의 여러 정황으로 미루어 보아 그렇게 경험 많고 미국내 도요타 계열사 및 여러업체에 납품하는 무라카미가 제품 생산의 기본도 지키지 않는 것으로 보아 현대의 품질에 대하여 아예 신경도 쓰지 않았거나 아니면 무라카미 품질 시스템상의 문제가 있는것 아니냐?

〈Rob〉 사이드 미러의 스크래치 문제로 HMMA가 Reject 시킨 문제에 대하여 얘기하며 사진을 Print하여 올리면서 Glovis에서 지개차 운반 도중 실수로 바닥에 엮질러 스크래치가 발생한 문제로서 이것들을 Reject하여 반품하고 또한 Down Time으로 잡은 것에 대하여 불만을 토로함.

5 〈공장장〉 그러한 잘못된 문제가 있다면 이 회의가 끝난후 실무자끼리 협의하여 조정하면 될 것이다. 현대가 잘못했거나 Glovis가 잘못했는지는 당연히 무라카미에게는 책임이 없으니 염려하지 말라.

회의 계속합니다!

〈최부장 & Rob〉 상기의 문제를 다시 얘기하며 회의 진행을 지연시킴.

이때 John Calson 및 품질담당 Chris가 무어라고 Rob에게 얘기하며 서로간의 약간의 활전이 있었으나 제가 제지 시키며,

0197

③

6 <공장장> 알았다! Glovis의 최부장을 오라고 하여 진상 확인을 하여 잘못된 점이 있다면 서로 협의하면 아무런 문제가 없을 것이다.

회의 속개합시다!

<Rob> 다시 스크래치 문제를 거론하며 무슨 다른 저의가 있는 것 아니냐며 회의를 지연시킴.

7 <공장장> 오늘 의 의제를 보여주며 회의 의제 내용에 없는 것은 이 회의가 끝난후 본인[공장장] 참석하에 재협의 하면 될 것이므로 회의를 속개하겠다.

그리고 다시 말하지만 이 회의의 목적은 HMMA 공장이 아직 정상 가동이 안되고 있으며 현 상황에서 비가동 주요인을 분석해 본 결과 설비문제, 결품, 부품불량 등이 비슷한 비율로 가장 큰 저해 요인으로 나타나고 있다.

그래서 9월 2째주 부터 이 회의를 진행하게 되었고 그 목적은 좀전에 말씀 드린바와 같이 첫째는 가동율 향상을 위해서 둘째는 현대가 지향하는 고품질의 차를 만들기 위함이지 어느 특정업체를 탓하거나 나무람을 위함이 아님을 다시 한번 말씀드리고 회의를 계속 하겠다.

<Rob> Rob이 무라카미 영업 Manager와 잠시 얘기를 나누고는 다시 스크래치 문제를 거론할때 무라카미 영업Manager가 갑자기 자리에서 일어나 뒤쪽에서 사이드 미러 2개를 가져와 연성을 높이면서 2개를 '탁탁' 부딪치고는 회의용 탁자에다 던짐.

8 <공장장> 그 미러를 보자고 하여 보면서 스크래치 문제는 이회의 끝난후 Glovis 최부장을 오라고 하였으니 그때 논하기로 하고 회의 속개하겠다.

"이때 개발 최정연 부장과 Rob이 다시 스크래치 문제를 얘기하며"

4

9 <Rob> 여기 무라카미 사람들이 이 회의때문에 어제 여기에 도착하였으며 5000달러 정도의 경비가 들었다.  
누가 책임질 것이냐! 며 연성을 높임.

<공장장> 최부장 내가 수차례에 걸쳐 이회의의 목적과 오늘 회의 주제에 대하여 얘기 하였는데 당신 왜 그래!  
[연성이 약간 높았음] 당신네들 업체 대변하러 여기온 것이냐!  
그만큼 얘기 했으며 알아 들어야지!

이런 상태로는 회의 진행이 불가하여 오늘 회의 끈낸다 향후 품질회의는 품질본부 박승도 부장이 주관하던가 품질본부에서 해결 바란다면 보고 있던 회의 파일을 접으면서(이때 탁자에서 약간의 쿵소리가 남) 자리에서 일어나서 회의장 밖으로 나감.

이상 상황대로 보고 드립니다.

2005. 9. 17

○ 공장장 이사 김 회일

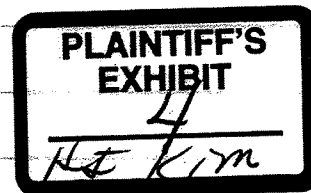
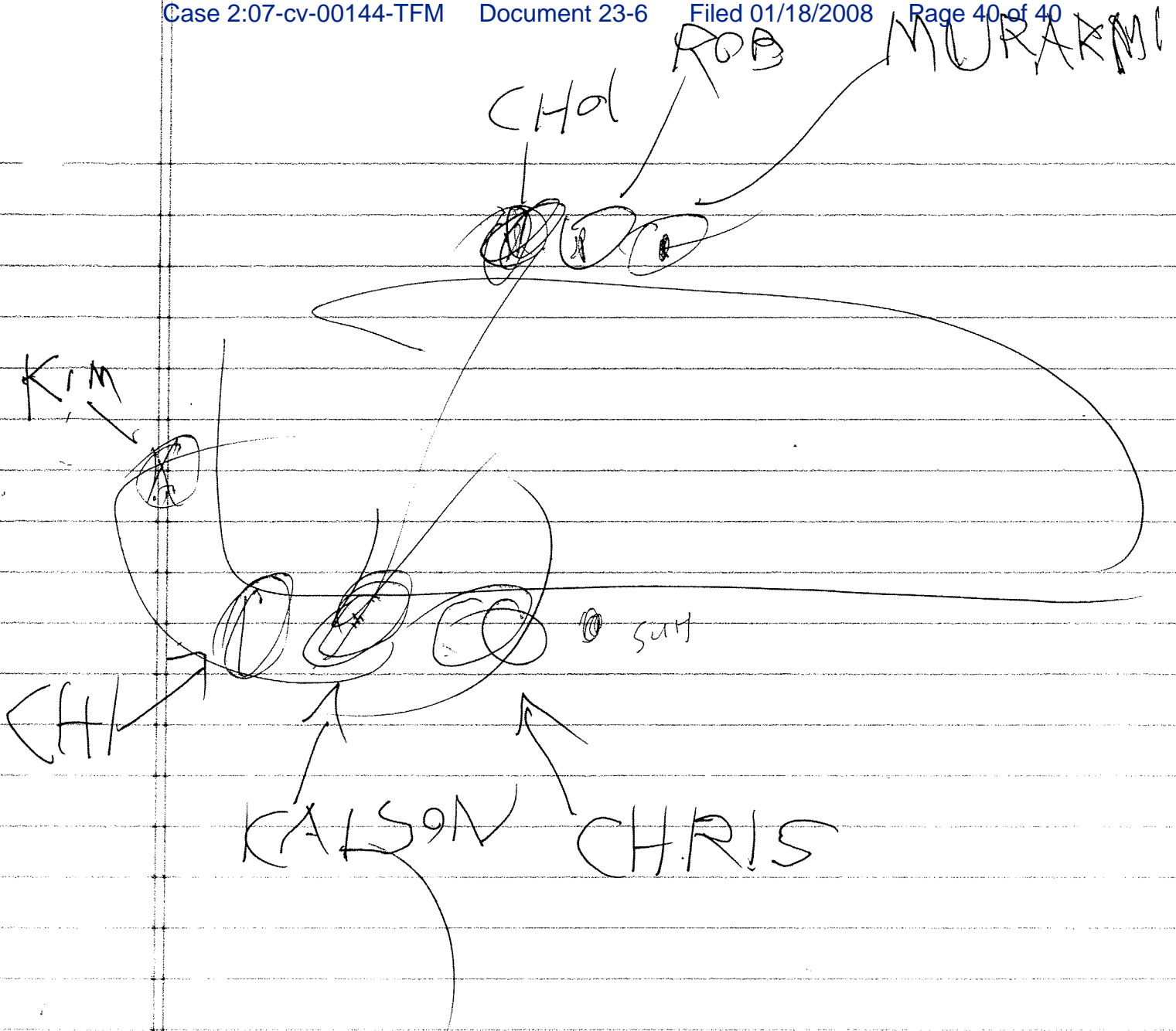
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### 〈본인 의견〉

1. 업체 품질회의는 매월 품질본부장 주관 각 공장에서 실시하나, HMMMA의 경우 공장가동의 주 저해요소로서 9월 부터 매주 금요일 실시하여, 업체 상층부에 그 상황을 정확히 인지시켜 부품 품질의 향상을 유도키 위함이나 당사 자체 담당자들이 그 목적을 정확히 인지 못하고 있는 것으로 사료됨.
2. 공장장이 회의 주관시 몇번의 똑같은 상황 설명, 자재할 것을 요청하였으나 계속 업체의 대변자 역할을 하며 회의 지연시킴.
3. 부품업체 및 당사 직원들 앞에서 회사의 이미지 및 공장장 이미지 실추시킴.
4. 금번이 2번째 회의로서 향후 부품업체 Claim 회의시 상당한 영향이 우려되며, 또한 향후 본인의 회의 주관이 어려울 것으로 사료됨.  
HMC와 같이 품질본부장 주관 부품 품질확보 회의가 바람직 할 것으로 사료됨.

- 끝 -





# Exhibit D

IN THE UNITED STATES DISTRICT COURT  
FOR THE MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION

ROBERT CYRUS,

Plaintiff,

vs.

HYUNDAI MOTOR MANUFACTURING  
ALABAMA, LLC,

Defendants.

CIVIL ACTION NO.:

2:07-cv-00144-ID-TFM

DECLARATION OF M. KEITH DUCKWORTH

1. My name is M. Keith Duckworth. I am over eighteen (18) years of age, and I have personal knowledge regarding the information contained in this Declaration.

2. I presently work as the Executive Vice President of General Affairs for Hyundai Motor America ("HMA"). I have held that position since August of 2007. I have been employed by HMA for over 18 years. During that time, I was temporarily assigned to work at Hyundai Motor Manufacturing Alabama, LLC ("HMMA") in the capacity of Deputy President and Chief Administrative Officer for a period of two years. I held that position from August 2005 until August 2007. I was involved in Robert Cyrus' initial hiring with HMMA in that I was his American contact, spoke with him about benefits and sent him a letter explaining the terms of his employment. I was not involved in the decision to hire Mr. Cyrus.

3. In October of 2005, I attended a meeting with President J. S. Ahn. The purpose of the meeting was to discuss concerns that President Ahn had with Robert Cyrus' performance and attitude. In particular, President Ahn had recently received a complaint from Mr. H.I. Kim, Chief Operating Officer, about a meeting that took place on September 16, 2005, between



HMMA officials and officials from Murakami Manufacturing Company, an outside supplier of parts to HMMA.

4. Mr. Cyrus came to me on the day of the Murakami meeting and expressed concern that he was worried that his job was in jeopardy. At that time, there had been no reports made regarding the incidents at the meeting. I spoke briefly with Mr. Cyrus and told him that I was not aware of any complaints at that time, and I tried to calm him down because he seemed agitated and nervous. I later learned through my meeting with Mr. Ahn of reports of poor judgment and inappropriate behavior exhibited by Mr. Cyrus at the meeting.

5. It was my understanding that during the meeting, Mr. Cyrus argued with officials from the Quality Assurance Department in front of the outside supplier as to the correctness of their action in assessing a downtime penalty against the supplier. Based on Mr. Cyrus' position and level of experience, I would expect him to have been aware that if there are disagreements between he and members of another department within the organization, that it would not be appropriate to express those disagreements in the presence of the outside vendor. I was told that Mr. Cyrus, a member of executive management, took a position in support of the vendor and against other HMMA team members from Quality Assurance at the meeting. Additionally, it is my understanding that Mr. Cyrus made several inappropriate comments at the meeting, including telling one of his co-workers (Chris Susock) "that's bull shit" in response to Mr. Susock's statement on a particular point. He also made a remark to another executive (John Kalson, Director of Production) comparing the manufacturing process of Hyundai to Toyota which was an apparent challenge to the competency of Mr. Kalson's knowledge of production systems, even though Mr. Kalson was the Director of Production. I was also told that Mr. Cyrus directly questioned the judgment of and embarrassed H.I. Kim, Vice President of Manufacturing, who



was in charge of Messrs. Kalson and Susock. As a result, Mr. Kim temporarily left the meeting (and returned) several times.

6. In addition, I became aware of other problems with Mr. Cyrus' behavior in recent months. I received reports of deterioration in his relationships with members of his staff in the Purchasing Department. In particular, there were reports from employees within the department of Mr. Cyrus engaging in adversarial or antagonistic behavior in the department. Also, I was present during an incident at an executive directors meeting in which Mr. Cyrus verbally berated and attempted to embarrass a fellow executive named Kenny Song. Mr. Song was in charge of Production Control.

7. In my meeting with President Ahn, it was determined that Mr. Cyrus' behavior could not continue and some action should be taken. I recommended to President Ahn that I meet with Mr. Cyrus regarding management's concerns about his behavior at which time I would attempt to determine whether the working relationship could be improved. President Ahn accepted my recommendation and requested I set up a meeting with Mr. Cyrus to discuss these issues. President Ahn left it to me to determine whether Mr. Cyrus should be discharged.

8. Mr. Cyrus was away from work on paid medical leave during most of September and October 2005. After several attempts, I reached him at home and asked him to meet me for dinner. We met at the City Grill in Montgomery, Alabama, on the night of Saturday, October 22, 2005. Upon my arrival at the restaurant, I met Mr. Cyrus and we sat together at a table. We were almost immediately met by a man named Michael Hansford, who I did not previously know, but who greeted Mr. Cyrus in a friendly manner. Mr. Hansford told me that he was a former HMMA employee who was discharged after the company learned that he falsified information on his employment application regarding his educational background. For





approximately the next one hour, Mr. Hansford criticized HMMA's relationship with its suppliers and complained about his termination.

9. When Mr. Hansford departed, I addressed Mr. Cyrus's performance issues. I advised Mr. Cyrus there was concern over his attitude and the adversarial and antagonistic way in which he had conducted himself recently. I asked Mr. Cyrus what he thought about these issues, and Mr. Cyrus refused to acknowledge that there were any issues. He began arguing that there was a conspiracy to terminate him. Mr. Cyrus refused to accept any responsibility for his actions during the Murakami meeting and denied any wrongdoing whatsoever. This was inconsistent with the report given to me by President Ahn and with my own observation described above. Mr. Cyrus contended he was an exemplary employee and had no attitude problems at all. It was clear that he was not willing to accept any form of correction or even consider the possibility that his behavior needed improvement. Therefore, during our conversation, I made the decision to terminate Mr. Cyrus' employment, and I told Mr. Cyrus that, based on his responses, the only appropriate step to take at that point was to sever his ties with HMMA. I told him to take some time to consider what he felt would be a reasonable severance package, and to contact me at a later point in time.

10. Attached to this Declaration as Exhibit 1 is a true and correct copy of my letter dated December 6, 2005, in which I formally notified Mr. Cyrus in writing of his termination. Consistent with our general practice, we offered Mr. Cyrus a severance package, which he declined. He made a verbal counter-offer requesting severance pay in the amount of his salary for a four-year period, which we rejected as unreasonable.

11. Mr. Cyrus never made any complaints of discrimination or harassment to me during our conversations about the Murakami meeting on the day of the meeting or during our



meeting on Saturday, October 22, 2005. He did not express any concern that he felt he was being discriminated against on the basis of his National Origin or in retaliation for some types of complaints of discrimination. The only concern raised by Mr. Cyrus with respect to H.I. Kim was the belief that Mr. Kim was a "prima donna" with a bad temper, and that Mr. Kim did not like the fact that Mr. Cyrus had questioned his judgment.

12. In the summer of 2005, shortly after I began work at HMMA, I made it a practice to meet with all of the directors at the facility to discuss any pertinent issues. I met with Mr. Cyrus, as well as all other Directors, as part of this process. Mr. Cyrus never made any specific complaints about his own personal situation or any contention that he felt he was being discriminated against on the basis of his national origin or retaliated against during any of these meetings. We would merely discuss issues throughout the plant that needed to be addressed. Further, Mr. Cyrus never made any mention to me that he felt he was being discriminated against because of his national origin. I am currently not aware of Mr. Cyrus' national origin.

13. Neither Mr. Cyrus' race nor his national origin was a factor in his termination. Mr. Cyrus provided me with a letter entitled "Formal Complaint" on November 10, 2005, a true and correct copy of which is attached hereto as Exhibit 2. This was the first time that Mr. Cyrus had made any complaints of discrimination or retaliation to me. I forwarded the letter to the legal department for them to review and determine if any of the issues therein needed to be addressed. Mr. Cyrus had not previously raised any supposed comparison between his behavior and Mr. Choi's behavior at the Murakami meeting prior to my receipt of this letter. I was not aware, and still am not aware of, any accusation that Mr. Choi directed profanity at a co-worker, challenged the professional judgment of another Hyundai executive in front of an outside supplier, or engaged in any other unprofessional behavior such as that attributed to Mr. Cyrus.

A handwritten signature in black ink, appearing to be "J. Kim", is located in the bottom right corner of the page.

Pursuant to 28 U.S.C. § 1746, I declare under penalty of perjury that the foregoing information contained in this Declaration is true and correct.

Executed on this the 15 day of January, 2008.

  
M. KEITH DUCKWORTH



Hyundai Motor Manufacturing Alabama, LLC  
700 Hyundai Boulevard, Montgomery, AL 36105  
TEL: 334-387-8000 FAX: 334-387-8999  
www.hmmausa.com

**COPY**

Via Federal Express and Certified Mail, Return Receipt Requested

December 6, 2005

Mr. Rob Cyrus

[REDACTED]  
Montgomery, AL 36117

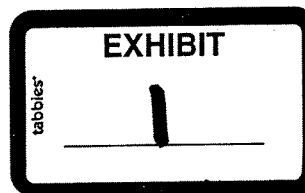
Dear Rob,

Hyundai Motor Manufacturing Alabama, LLC ("HMMA") is exercising its rights under Alabama's employment-at-will doctrine to end your employment with the company at the close of business on December 7, 2005. HMMA will pay your salary and furnish your company car through that date and continue your existing health insurance through December 31, 2005. As you know, your letter of engagement dated May 16, 2002 specifically states that your employment with HMMA is "at will" and may be terminated by either party at any time.

It is with regret that this action is necessary.

In order to help you transition to other employment or endeavors of your choice, HMMA is prepared to offer you a payment equal to twenty-four (24) weeks of your gross salary (minus appropriate legally-required state and federal deductions and tax withholdings) subject to your execution of the attached Separation Agreement and Release, and on the terms set forth therein. Additionally, HMMA will pay you a lump sum amount equal to the current amount of your health insurance premiums for a period of twenty-four (24) weeks. This offer will remain open (subject to the following paragraph) for 21 days in accordance with current law, but may be accepted prior to the expiration of that time. Additionally, by law, you have 7 days within which to revoke your acceptance.

Regardless of your decision, please be advised that HMMA will vigorously enforce the terms and provisions of the Confidentiality Agreement you executed on August 12, 2003, and will pursue its legal remedies in the event of any breach of that agreement. Any violations of that agreement that become known to HMMA prior to your acceptance of the Separation Agreement shall void this offer. Any violations of that agreement after your acceptance of the Separation Agreement shall entitle HMMA to recover any amounts paid to you thereunder.



CYRUS 829

- As of the effective date of your separation from employment, you are no longer an authorized operator of HMMA's company-provided vehicle. Please make immediate arrangements to return your car to HMMA by contacting David Colmans in the Vehicle Services Department. Additionally, we will need to promptly collect from you all other HMMA-issued property.

You are encouraged to review this offer with legal counsel of your own choice and at your own expense. Should your legal counsel have questions about this matter, they should be addressed to Mr. Rick Neal, General Counsel, HMMA at 700 Hyundai Blvd, Montgomery, AL 36105, telephone 334-387-8043. If you have any questions, you may direct them to my attention.

I regret that your employment with HMMA was not in concert with your expectations but I sincerely wish you the greatest success in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Keith Duckworth", written over a horizontal line.

M. Keith Duckworth

Deputy President and Chief Executive Officer



NOV 10 05 04:24p

Rob Cyrus

334-215-1967

p.1

## FAX COVERSHEET -

Date: November 10, 2005

*To: Mr. Keith Duckworth*

*From: Robert C. Cyrus C.P.M.*

Topic: Formal Complaint

Pages not including coversheet: 21



0041

Nov 10 05 04:24p

Rob Cyrus

334-215-1967

p.2

November 6, 2005

Mr. Ahn  
President and CEO HMMA

Mr. Keith Duckworth  
Deputy President HMMA /  
Vice President Human Resources and Administration Services

Mr. B.K. Kim  
Senior Director of Human Resources and Public Relations

Mr. Greg Kimble  
Director of Human Resources HMMA

Subject: Formal complaint for racial discrimination and retaliation

I wish to file a complaint that the demand for my resignation violates company policies that protect employees from discrimination based on race. I am American and was forced to resign and my Korean peer Mr. J.Y. Choi (Korean) who did the same thing as I did and was not forced to resign. I also believe my termination was in retaliation for my reporting sexual harassment, race discrimination and safety policy violations.

Mr. Duckworth requested a dinner meeting with me on October 22, 2005 he said it as to check on how I was doing (health wise), and to see if he could be of any help. I brought my medical documentation for you to review. I had over 100 pages of documentation.

Upon arrival at the restaurant I ran into Mr. Michael Hansford. Mr. Hansford said he would like to meet Mr. Duckworth and joined us at our table maybe 10 minutes after I arrived. While Mr. Hansford was present, Mr. Duckworth asked us about what we knew about serious ongoing problems at HMMA. Specifically he asked us if [REDACTED] was still sleeping with [REDACTED]. He asked us of other concerns he had heard of such as "kick-backs". Then Mr. Hansford left.

Mr. Duckworth then said the executive management at Hyundai was upset with me and would like me to resign. I was flabbergasted. I said I wasn't aware of any performance, demeanor or relationships issues. I asked Mr. Duckworth specifically who is "executive management". He said the President, Mr. Ahn, Mr. H.I. Kim and Mr. Rick Neal.

I told Mr. Duckworth the President Ahn has only been at HMMA a few months and speaks very limited English. Our conversations have been "hello" in the hallways and bathroom. He has never expressed any dissatisfaction with me directly or through any Korean colleagues. As far as Mr. H.I. Kim is concerned. I had a meeting with Mr. H.I. Kim was regarding the supplier Murakami who traveled 500+ miles to come down to HMMA to address a problem concerning their outside mirrors. The meeting was September 16<sup>th</sup> at HMMA at 10:00 in the Pearl Room.

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PAGE 1 OF 1

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Nov 10 05:04:24p

Rob Cyrus

334-215-1967

p.3

I provided meeting minutes to the President, Mr. Ahn via Mr. H.J. Hyun. I am endorsing a copy of these.

As the meeting minutes show Mr. H.I. Kim was upset over our efforts to have the supplier Murakami address the quality concerns and related line stoppage. This was specifically what Murakami was asked to come down for. It was on the agenda for the meeting, all parties attending had copies and in fact Mr. H.I. Kim's department wrote the agenda and Mr. H.I. Kim presided over the meeting.

As my meeting minutes indicate Mr. H.I. Kim became enraged at Murakami, Mr. J.Y. Choi (Director of HMMA Purchasing) and me (Director of HMMA Purchasing / Parts Development). I could feel his anger even though he only spoke in Korean. Mr. J.Y. Choi and I spoke as one voice with the same inflection to simply try to allow Murakami to make their presentation. As Mr. Choi and I later that afternoon discussed our surprised reaction from the C.O.O. Mr. H.I. Kim to Mr. Jason (Jae Rok) Lee, Mr. J.Y. Choi repeatedly stated in English to Mr. Jason Lee in my presence that we (Purchasing, (Choi and Cyrus), did absolutely nothing wrong, Mr. Choi was very upset almost crying. We both spoke to H.I. Kim calmly and with respect.

Later on September 16<sup>th</sup> 2005 I received a call from Mr. Choi at approximately 1:30pm. He said "Rob, you and I may be going home early today". He said Mr. H.I. Kim has gone to President Ahn to complain about the Murakami meeting. I said Kim is the one that acted unprofessionally. Mr. Choi said and agreed that we did nothing wrong. Mr. Choi said Mr. Kim should actually apologize to HMMA staff and Murakami.

Mr. Choi told me come to my desk immediately. When I arrived he said Mr. H.I. Kim had demanded that Mr. Choi and I write meeting minutes to cover what occurred in the Murakami meeting.

I asked why we had to write meeting minutes. There were 30+ people in the meeting along with the two suppliers, (Murakami and Hwashin), everyone knew what happened. I told him that I had many critical things to finish that and this seemed like an unreasonable priority. In the three plus years I have been with Hyundai I had never has such a request.

At this point I went to Mr. Duckworth's office and met with him to discuss this. I explained what had occurred. He stated "don't worry about it. It's just the Korean's style". I said I don't want a black mark next to my name because of this meeting. He said "don't give it another thought; everyone knows your good standing at Hyundai". I specifically told him that this was a very hostile environment and was surprised that the now third set of Executive management sent over from HMMA was acting in such a hostile fashion. He said again "don't give it another thought your reputation and standing in the company were excellent". I then went back to my desk.

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Nov 10 05 04:24p

Rob Cyrus

334-215-1967

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As I continued to work on my scheduled activities for that afternoon I was again called over to Mr. Choi's desk. Mr. Hyun then joined us. Mr. Choi updated me and told me that now Mr. H.I. Kim phoned President Mr. Seo in Korea about this meeting. I discussed this new escalating factor with Mr. Hyun and Mr. Choi. They both agreed that we acted in the proper fashion in the meeting and that the thing to do was let his anger try to blow over.

Late in the afternoon of September 16, I again went over to see Mr. Duckworth. I explained the latest developments and my concern about Mr. H.I. Kim. Mr. Duckworth said "don't give it another thought; I haven't heard anything about this meeting". I then specifically stated that "I don't want any negative repercussions or retaliation from Mr. H.I. Kim". Mr. Duckworth then again reassured me that "I had nothing to worry about and to forget about it and have a nice weekend".

Between the September 16, 2005 and my dinner meeting with Mr. Duckworth I had no further meetings with Mr. Kim or Mr. Ahn. A few weeks prior to that however, I met with Mr. Duckworth and reported among other things, about executive involved in sexual harassment and about misconduct with employees about safety issues because workers were not following safety policies and the discriminatory treatment given to American managers and workers who were treated less favorably than the Korean managers I am enclosing a copy of the minutes of that meeting.

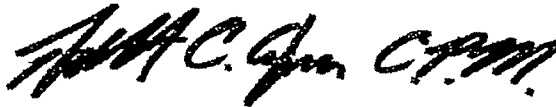
On the 24<sup>th</sup> of October 2005 I phoned Mr. J.Y. Choi my peer as Director of Purchasing - Administration. I asked him what ever happened with the H.I. Kim Murakami situation. He said "nothing happened, it is done". I reminded him of his call to me the day of the meeting when he said "Rob, you and I may be going home early today". He and acknowledged the conversation. I asked him if he was or will be penalized in any way. He said nothing happened to him.

Please investigate these matters and get back to me. I have sacrificed much and worked hard for this company. Terminating me is unfair.

Sincerely,

Robert C. Cyrus C.P.M.

HMMA Director of Purchasing Parts Development



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3/11

0044

Nov 10 05 04:24p

Rob Cyrus-

334-215-1967

p.5

**CONFIDENTIAL**

Date: October 2, 2005

Subject: Murakami Manufacturing U.S.A. Inc. (MMUS), Quality Meeting

Date of Meeting: September 16, 2005 (Friday)

Time: 10:00 am

Location: HMMA Pearl Room

Attendees from MMUS: Mr. Toru Komatsu Senior Vice President  
Mr. Mark McDonald General Manager - Quality  
Mr. Glen Roberts General Manager - Sales

**ORIGINAL****Events of September 15/16, 2005**

On Thursday September 15, 2005 I was approached by Mr. B.D. ("Brian") Hwang, Manager - Parts Development, Exterior Plastics. Mr. Hwang has been with Hyundai for 11 years. Mr. Hwang stated Mr. H.I. Kim had requested Murakami to join the "quality review meeting" scheduled for the next morning at 10:00 am. I told Mr. Hwang I would support him and asked the main purpose of the meeting. He stated Q.C. has some serious concerns regarding cosmetic defects (scratches, buff marks and other damage). He specifically asked me as a Director to strongly defend the Supplier based on actual facts. He felt he could not speak freely to the C.O.O. since he is only at the level of Manager (*This was a hierarchy issue, not personal*). I told him I would gather the facts and take a neutral position in the meeting tomorrow.

On the morning of September 16, 2005 I went to investigate the situation prior to the meeting and arranged a pre-meeting with Murakami at 9:30 am to clearly understand their position. I spoke with actual HMMA team member who receives the Murakami parts line side and installs them. She stated "there really hasn't been much of any difficulty with the mirrors" and "the only thing that has been occurring is occasional severe gouges or scratches all the way down to the plastic raw material, not superficial light scratches". Meaning most of the defects identified at line side are handling issues from Glovis to HMMA, not Murakami in the vast majority of the cases.

4/21

0045



Nov 30 '05 04:25p

Rob Cyrus

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p.6

We started the pre-meeting around 9:30 am in the Quality Department. Attendees were:

Ms. Paula Gonsalves	HMMA Parts Quality
Mr. B.D. Huang	Parts Development
Mr. Chris McClain	Parts Development
Mr. Rob Cyrus	Parts Development

Murakami brought in actual examples of the suspect parts. There were significant "gouge like" defects not likely to be shipped to any OEM customer; too obvious. Murakami explained they had visited Glovis this morning and observed how Glovis is removing the mirrors from the HMMA approved packaging and stacking them haphazardly in non-approved totes. This is where the deep gouging is taking place. The three mounting studs are contacting the mirror housing painted surfaces when handled in this fashion.

After the review we and Murakami attended the Quality Meeting hosted by Mr. H.I. Kim. Two suppliers were in attendance for this meeting (*Murakami first, followed by Huashin*). Murakami brought defect samples and started to explain that these defects (*gouges*) were caused by handling issues between Glovis and HMMA based on their root cause analysis. This item was identified as the first discussion agenda item HMMA provided to Murakami (see attached). Mr. H.I. Kim seemed upset that Murakami was bringing up this topic and said via translator (Mr. Jason Chi) that he did not want to discuss this matter.

Murakami seemed a little taken aback. Why did they have three individuals come down to HMMA at significant time and cost and yet are not permitted to discuss and defend their position? HMMA QC wanted to charge back 163 minutes of down time to Murakami. **This would equate to 163 minutes x \$843.50/minute (GA) = \$137,490.**

The facts presented in the pre-meeting with HMMA Quality and Parts Development showed of the 282 mirrors returned as defective, 251 (89%) were good and acknowledged so by HMMA QC. The remaining 31 parts were either handling damage by Glovis or defects caused by Murakami's packaging format previously approved by HMMA Production Control in writing. Murakami also received parts returned from HMMA that had been dropped and run over by our tuggers and we were trying to charge them back.

Murakami and Parts Development attempted to intervene to clarify the facts with an open dialogue but Mr. H.I. Kim got visibly upset. He was yelling at various attendees and threw his papers on the table in disgust. He abruptly turned and walked out of room. All attendees were surprised, confused and felt uncomfortable.

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0046

Nov 10 05 04:25p Rob Cyrus

334-215-1967 p.7

He later returned and we tried to continue with an open dialogue approach to allow for a fair and productive meeting. Mr. Glen Roberts from Murakami asked why they were asked to drop everything immediately and come down to HMMA at significant cost and time if no one will listen. He then held up two new mirror assemblies and struck them together to replicate the damage being seen at HMMA line side by Glovis mishandling issues.

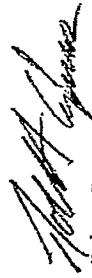
We attempted to discuss this matter and the related cost impact again, Mr. H.I. Kim seemed even further infuriated and yelled very loudly at both HMMA team members and the supplier Murakami with other supplier present. He again left the room again without any discussion or reason and never returned even though we had another supplier that was to present (Hwashin).

I was later called by my colleague Mr. J.Y. Choi and informed that Mr. H.I. Kim was very upset with Mr. Choi and me based on the Murakami meeting. Mr. Choi told me "to leave my present meeting and join him at once, as he and I may have the rest of the day off" insinuating that we may be fired.

In addition I later learned that after our Murakami meeting that Mr. Jason Chi had a separate meeting with Murakami and told Mr. Glen Roberts to "shut up and sit down". He will address his comments to Mr. Komatsu. He told Mr. Komatsu that Mr. Roberts was to cancel his trip back today and insisted that he stay here at HMMA.

Attached for back up are my actual meeting notes from the 16<sup>th</sup>, along with the Agenda we sent Murakami and Murakami's presentation.

Please feel free to contact me if you have any questions or concerns.



Mr. Robert Cyrus  
Director of Parts Development

6/21

0047

NOV 10 05 04:25p Rod Cyrus

334-215-1967

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**Weekly Parts Quality Review Meeting**

2005. 9. 16.

**HMMMA QC Department**

7/21

0048

Nov 10 05 04:25p

Rob Cyrus

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## ■ Schedule and Structure of the Meeting

- ◆ When: 10:00 AM to 11:30 AM, Every Friday
- ◆ Where: Alabama Room (1<sup>st</sup> floor of GA shop office building)
- ◆ Chaired by: H. I. Kim, COO
- ◆ Attendees: B.G. Cho, Senior director of Manufacturing  
John Kalson, Director of Manufacturing  
Simon Sung, Sr. Manger of Parts Development  
Rob Cyrus, Director of Parts Management  
Chuck Knowles, Manager of Parts Management  
Chris Susock, Sr. Manager of Quality Control  
Richard Chai, Sr. Manager of Line Inspection  
Dave Choi, Sr. Manager of GA shop  
Danny Seo, Sr. Manager of Parts Quality, and Related people
- ◆ Presenters: CEO, COO and Quality Manager of Supplier  
Suppliers that caused line-stoppage at HMMMA  
Suppliers that caused major shipping and field Quality issues.
- ◆ Format: HMMMA Corrective Action Request Form (Powerpoint format)  
(Presentation file to be submitted to HMMMA PQ one day in advance)
- ◆ Prepared by: Jason Chi, Parts Quality Manager

8/21

0049

Nov 10 05:04:25p

Rob Cyrus

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# Presentation Topics for the week of 9/16/2005

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Lear	Seat	Rear head rest not locked, high effort	5 %	Quality Audit	15 Min.
		Seat back rubbing noise	1		
		Too much wrinkles and folds (Leather)	10 %		
Murakami	Outside mirror	Paint issues (Polishing mark, Crater, Scratches)		Downtime VPC inspection	15 Min.
		Poor heat staking of inside bush nut (Wind noise)	2	Test track	
Hwashin	Package tray panel	Oil contamination (Crater)	100 %	Paint shop	15 Min.
		Stamping Split	6	Body shop	
		Subwoofer weldnuts misaligned	25	GA T3	
Dongwon	Door frame	Weld spatter	27	QA line	15 Min.
		Channel too wide at upper corner (Wind noise)	100 %	Test track	

↑

9/21

0050



Nov 10 05 04:26p

Rob Cyrus

334-215-1967

p.11

1/7



Murakami Manufacturing USA, Inc.  
Campbellsville, KY

*NF Outer Mirror Assembly  
Countermeasure Report*

DATE REPORTED : 09/16/2005

10/21

0051

Nov 10 05\_04:26p

Rob Cyrus

334-215-1967

p.12 -

## Buff Marks

### DESCRIPTION OF PROBLEM :

Parts with paint buff marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

Uncompleted buff finishing was performed under insufficient lightening (1,000 lux).

### COUNTERMEASURE :

- Additional lighting installed (2,500 lux) into buff area
- Lighting check sheet created
- Check before operation on 1<sup>st</sup> and 2<sup>nd</sup> shifts using lighting meter
- Lightning criteria : more than 2,500 lux
- Effective date : Sep 14, 2005

### METHOD OF COUNTERMEASURE EFFECT (RESULT) :

100 % Inspection of all assemblies prior to shipping to HMMA.

### REFLECTION TO NEW MODEL :

The countermeasure is included in CM process launched in April, 2006

2/7

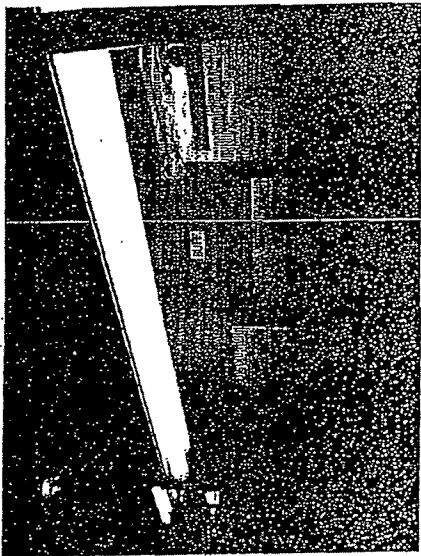
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Nov 10 05 04:26p. Rob Cyrus 334-215-1967 p.13

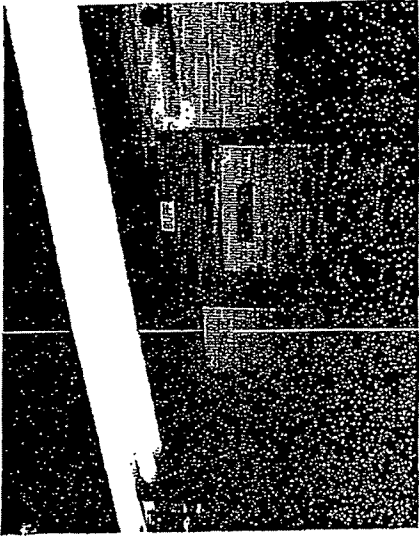
Lighting Status

Before



1,000 Lux

After



2,500 Lux

3/7

12/21

0053

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Rob Cyrus

334-215-1967

p.14

## Bag Marks

### DESCRIPTION OF PROBLEM :

Parts with paint bag marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

The paint bag mark is caused by protective bag being imprinted into the paint after leaving MMUS (dark colors only).

Root cause:

1. Insufficient paint cure time (2~4 hrs – after EC change to Housing).
2. Container design (vertical position & rough dunnage).

### COUNTERMEASURES IMPLEMENTED :

- Stabilized curing time (7/25/05)
- New type of protective bag (8/7/05)
- Currently packaging all dark colors outside of the dunnage and protecting part with bubble wrap (extra time & cost).

### REFLECTION TO NEW MODEL :

For CM program, different type of part container / dunnage will be proposed.

4/7

13/21

0054

Nov 10 05 04:27p

Rob Cynus

334-215-1967

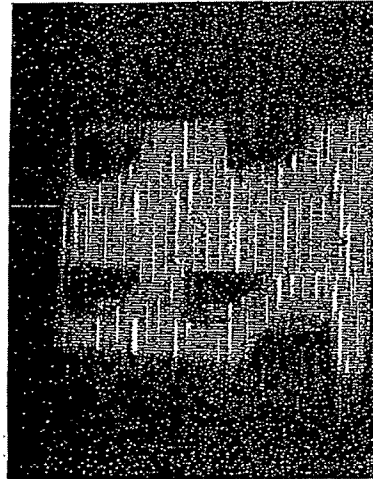
p.15

## Bag Mark

### Permanent countermeasure:

- Container & Dunnage should be modified.

Current NF Container & Dunnage



Container & Dunnage currently used by another customer



5/7

14/21

0055



Nov 10 05 04:27p

Rob Cyrus

334-215-1967

p.16

## Poor Heat Staking of Inside Bush Nut

\* Root cause of non-conformance:

- 1) Machine malfunction
- 2) Miss-operation (human error)

\* Temporary Countermeasure:

- 1) Operator verification - Mark a Dot on cover-base to ensure the heat stake process is complete
  - First the operator at heat stake process marks a dot on cover-base after the process then the next operator verifies the heat stake condition is acceptable and marks the part ( on cover-base) (1<sup>st</sup> operator 8/15/05) (2<sup>nd</sup> / audit operator 9/15/05)
- 2) Machine check - Increased frequency of machine function check
  - Check 2 times a day ( start & end of shift) (9/14/05)

\* Permanent countermeasure:

- Heat Staking Process to be eliminated by introducing the elimination of Bracket and Bracket A (Engineering Change).

15/21

6/7

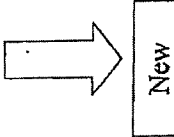
0056

7/7

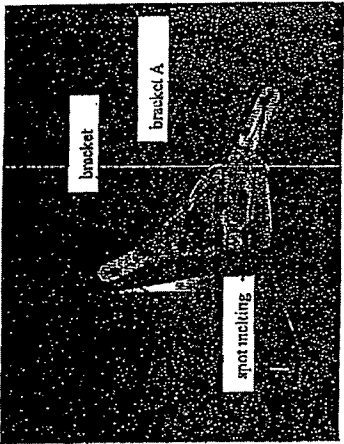
Poor Heat Staking

Permanent Countermeasure:

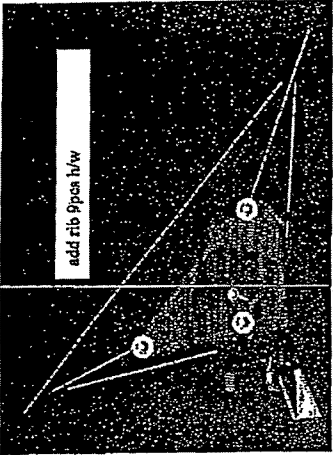
Engineering Change to eliminate heat staking process



Current



New



0057

16/21

Nov 10 05:04:28p

Rob Cyrus

334-215-1967

p.18

Page 1 of 2

**Cyrus, Robert C HMMA/Part Development**

**From:** McClain, Christopher C HMMA/Parts Development  
**Sent:** Monday, October 03, 2005 9:50 AM  
**To:** Cyrus, Robert C HMMA/Part Development  
**Subject:** FW: C.O.O. Meeting Observation  
**Importance:** High

FYI, you were copied too...

**Chris McClain**

*Buyer - Parts Development*  
**Hyundai Motor Manufacturing Alabama, LLC**  
**PHONE:** (334) 387-8172  
**FAX:** (334) 387-8298  
**Email:** chrismcclain@hmmausa.com  
**www.hmmausa.com**

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## -----Original Message-----

**From:** McClain, Christopher C HMMA/Parts Development  
**Sent:** Friday, September 16, 2005 3:27 PM  
**To:** Choi, Jung Yun HMMA/Parts Development  
**Cc:** Cyrus, Robert C HMMA/Part Development  
**Subject:** C.O.O. Meeting Observation

Hello Mr. Choi...below is a summary of what I observed in the meeting this morning.

- Our mirror supplier, Murakami was called in and asked to do a short presentation regarding an issue that occurred earlier this week
- Murakami had not received the parts in question to do root cause analysis and requested that they be allowed to attend next Friday's meeting
- In an effort to comply with HMMA's request, the supplier's quality general manager, sales general manager and VP of manufacturing re-arranged their schedules to attend this meeting
- After beginning the presentation, it became clear that Murakami would not be allowed to address the real cause of the rejected parts although they were listed on HMMA's agenda
- Murakami personnel became upset that after driving 8 hours to be here, they were not being allowed to speak
- Parts development staff attempted to explain the supplier's position, they were told that the meeting was not the place to discuss these issues.
- The suppliers point of view is that if they were not to speak, there was not reason for them to come to HMMA on such short notice
- Staff from other departments made negative non-factual comments about the supplier's parts...again, purchasing staff intervened in an attempt to stick to facts and be fair.
- Neither purchasing, nor the supplier denies that there was an issue on a sample of parts, but the real

10/3/2005

17/21

0058

Nov\_10 05:04:28p... Rob Cyrus

334-215-1967

p.19  
Page 2 of 2

consensual root cause was not able to be discussed.

- > At not time, were purchasing staff disrespectful during the meeting. They were trying to do the right thing by addressing real issues which was supposed to be the reason for having the meeting.

**Chris McClain**

Buyer - Parts Development

**Hyundai Motor Manufacturing Alabama, LLC**

PHONE: (334) 387-8172

FAX: (334) 387-8298

Email: [chrismcclain@hmmausa.com](mailto:chrismcclain@hmmausa.com)

[www.hmmausa.com](http://www.hmmausa.com)



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10/3/2005

18/21

0059

Nov 10 05 04:28p

Rob Cyrus

334-215-1967

p.20

Meeting with Mr. Duckworth,

## List of issues

- Supervisors were not familiar using SAP to record workers' overtime which will get annoyed. There shouldn't be any mistakes on the pay.
  - Extra help is required to entering those data.
- Communication with employee. Currently, there is no way to communicate with employees. It is very difficult to put people together in the meeting.
  - We need to invest some money to put CCTV in the plant, so the president can talk to workers at same time. Cafeteria is also good place. It is budged for 2006.
- Plant objectives. Employees do not understand plant objective other than making cars.
  - We need let workers know that objectives are more than building cars. Quality, quantity, and providing jobs to support their family are also objective. And those plant goal as well
- Executive management needs some strategic plan in coordinated operation.
- Bonus was budged but nothing paid other than blanket.
- Vehicle lease program
- Internal investigation will be done for wrong-doing on executive side. If the rumors (financial payment being made by supplier, or other sexual service may be provided) are true, the action must take now.
  - Mitsubishi lost 15 million dollar as well as company reputation over public. We must cut it really fast.
- Managements are not able to get approve regiment expenses. Mostly, it is turn down. This is showing the Company tried to limit the expense by cutting down the benefits.
- Holiday party plan. There was some concern that we may not have holiday party because of budget issue.
- Employee protection demand. There is impression that safety policy secondary in the plant. It is perception issue. To American workers some of the Korean workers are not following the policy even though Korean worker knows what he is doing and this gives impression that supervisor doesn't care about safety. UAW can attack on these issues.
- American manage complains that they have limited authority. They (Director, Senior Manager) say that their signature means nothing. One of the director

19/21

0060



Nov 10 05 04:28p

Rob Cyrus

334-215-1967

p.21

- couldn't send out federal express mail with getting approval by Korean manager.
- We need to work on these
- Hyundai Culture must be developed.
  - We need to build sense of Unity.
- Team unification.
  - A team needs to work, think and eat together. They need spend more time together.
- Family enrichment program.
  - Family picture at the plant. Hyundai jacket, because in Alabama wearing cloth with where they belong is very important.
- Plant friendly.
  - We need to put benches around the plant, so workers can rest. Sports centers such as Softball field and basketball fields. Korean and/or American management must tell workers that we will do these after we make profit. Average workers don't understand when we are going to start making profits. UAW will use this to attack us.
- Flu shot for all employee
  - This shows workers that we care and it also helps good attendance.
- Making productive place than fighting against UAW. If we just fight with UAW, we will just end up spending so much money.
  - We need integrated program. Give confidence and direction to workers. Care the team member family. Care suppliers because UAW will attack because they are weaker. We must work together and get support from City and State. We need to show that we are here.
- Majority can be solved we act soon. We are still in honeymoon period.
- Food price is too high.
  - We need to force vendors to keep price low.
- Enforce rules equally. → **REALLY MAINLY FAIRLY!**
  - Workers don't understand if some Korean/American executive park inside of the plant.
- Amount Money to invest.
  - We need much to show that we care.
- Salary is currently acceptable at least 2 - 3 years.
  - Pay is the last reason for workers join the Union. Lack of simple programs such as family program is what force workers to join the Union.
- Bonus is the name we want use. Appreciation is more proper work to use.

20/21

0061

Nov 10 05 04:28p

Rob Cyrus

334-215-1967

p.22

- Workers don't understand if line is down because of robotic problem or any machinery problem.

401k.

- We need to meet current industry standard.
- Do it partially over the period of time.
- Mr. Ahn needs to be more visible to workers and all employees. He needs to become like father of the plant.
- Any negative issue must come from American management side. They must be able say. They need to have authority and responsibility. With strong responsibility, they must take care of their own people.
- HR must coordinate and all others such as HMA, HAC, Mobis, Glovis and etc.

21/21

0062

# Exhibit E



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TAPE RECORDED TELEPHONE CONVERSATIONS  
RE: Cyrus v. Hyundai, 6363.31  
Tape 1

COPY

TRANSCRIBED BY: Stacy L. Lovin,  
Court Reporter and  
Notary Public



1     Telephone conversation No. 1

2                     ROB CYRUS:   Calling Greg  
3     Kimball, director of human resources  
4     (*inaudible*).   Today is October 23rd, 3:15  
5     p.m.

6                     (Phone ringing.)

7                     GREG KIMBALL:   Hello.

8                     ROB CYRUS:    Hey, Greg.

9                     GREG KIMBALL:   Hey.

10                    ROB CYRUS:    Hey.   It's Rob.

11                    GREG KIMBALL:   Hey, Rob.

12                    ROB CYRUS:    How are you?

13                    GREG KIMBALL:   I'm doing  
14     pretty good.   How about you?

15                    ROB CYRUS:    I'm still feeling  
16     not so well.   Hey, this Family Medical  
17     Leave Act stuff, what do I need to do on  
18     this?

19                    GREG KIMBALL:   Did you get it  
20     completed?

21                    ROB CYRUS:    You know, I took  
22     it to Melanie on Thursday, and she wasn't  
23     there.   And the other lady said, you know,





1 one day won't matter, bring it back.

2 GREG KIMBALL: Oh, but, I  
3 mean, did you get the doctor -- remember  
4 that day when we were talking you were  
5 going to get the doctor to complete it.

6 ROB CYRUS: Right. Yeah, he's  
7 working on that.

8 GREG KIMBALL: Okay. When he  
9 gets it completed, we just need it back  
10 in.

11 ROB CYRUS: But some portion I  
12 fill out, right, and some portion he fills  
13 out?

14 GREG KIMBALL: The front page  
15 you do. The second page is for the  
16 doctor.

17 ROB CYRUS: And then what does  
18 that do for me, you know? What does the  
19 Family Medical Leave Act -- what's it do?

20 GREG KIMBALL: The only thing  
21 it does is if you're needing intermediate  
22 time out or something like that, that  
23 keeps you covered. That's all it does.



1                   ROB CYRUS: Covered? What do  
2 you mean covered?

3                   GREG KIMBALL: You remember  
4 when you were out with the coronary?

5                   ROB CYRUS: Yeah.

6                   GREG KIMBALL: You had the  
7 family medical leave?

8                   ROB CYRUS: Right.

9                   GREG KIMBALL: Okay. That's  
10 what you needed for this -- this leave.  
11 Because you've been out and then you came  
12 back a couple of times.

13                  ROB CYRUS: Right.

14                  GREG KIMBALL: But just little  
15 doctors' excuses doesn't really keep you  
16 covered.

17                  ROB CYRUS: Okay. I mean,  
18 covered from what? I mean, what am I  
19 trying to cover?

20                  GREG KIMBALL: Well, the  
21 family medical leave, it just basically  
22 insures you that you're from a -- the FMLA  
23 law that you're covered as far as your job



1 is concerned. That's what it is.

2 ROB CYRUS: Okay. Okay. Have  
3 you heard any feedback from anybody? Are  
4 they upset that I've been sick or what's  
5 going on?

6 GREG KIMBALL: I didn't hear  
7 anything from Hill. And I talked to him  
8 the other day, you know, and said okay.  
9 And that was the extent of his  
10 conversation.

11 ROB CYRUS: He said okay?

12 GREG KIMBALL: Yeah.  
13 Whenever, you know, you had me to go over  
14 there --

15 ROB CYRUS: Yeah.

16 GREG KIMBALL: (*Inaudible*).

17 ROB CYRUS: Yeah.

18 GREG KIMBALL: But he said --  
19 I guess Lauren must have already told him  
20 anyway.

21 ROB CYRUS: Yeah, she did.

22 GREG KIMBALL: He said he  
23 already knew.



1                   ROB CYRUS: Yeah. I mean --  
2                   so he hasn't had any problems with  
3                   anything?

4                   GREG KIMBALL: No, he hasn't  
5                   talked to me about any problems.

6                   ROB CYRUS: Okay. All righty.  
7                   Well, tomorrow I'm going to Dr. Rodriguez,  
8                   an infectious medicine disease doctor that  
9                   my GP recommended.

10                  GREG KIMBALL: Where is he at?

11                  ROB CYRUS: In Montgomery.  
12                  Yeah.

13                  GREG KIMBALL: (*Inaudible*).

14                  ROB CYRUS: Yeah. So I --  
15                  I'll get this documentation to you and,  
16                  you know --

17                  GREG KIMBALL: Okay.

18                  ROB CYRUS: I don't know why,  
19                  you know, I just feel defensive now. I  
20                  don't want to feel defensive. What's  
21                  going on, you know, I mean, on the medical  
22                  leave act stuff?

23                  GREG KIMBALL: What's going



1 on. Just waiting on you to get it in.  
2 Remember that was the only thing I was  
3 telling you and Dave a few weeks ago, just  
4 to get it in. That's all I was --

5 ROB CYRUS: Dave.

6 GREG KIMBALL: -- asking.  
7 Remember Dave was the (*inaudible*). All he  
8 brought by was doctors' excuses that they  
9 wanted --

10 ROB CYRUS: Right. Right.  
11 Yeah.

12 GREG KIMBALL: Which was not  
13 the family medical leave stuff. See, I --

14 ROB CYRUS: I didn't get any  
15 indication of the Family Medical Leave Act  
16 until I got it in the mail. And no one  
17 called me. It's like, what is this, you  
18 know --

19 GREG KIMBALL: Well, she was  
20 trying to get ahold of you in that -- we  
21 thought you had went ahead and filled one  
22 out. I did. I didn't know you hadn't.  
23 Then Melanie said no, all I have is





1 doctors' excuses.

2 ROB CYRUS: I didn't know I  
3 needed to. No one spoke to me about it.

4 GREG KIMBALL: Any time you're  
5 out for extended period of time --

6 ROB CYRUS: I didn't do it  
7 with the coronary situation, I didn't fill  
8 out any paperwork, so --

9 GREG KIMBALL: Who did that  
10 for you because we --

11 ROB CYRUS: I don't know. I  
12 don't know. That's what I'm saying, there  
13 is a precedence already, you know. I  
14 mean, I didn't have to do it before and  
15 now I got to fill out all this paperwork.  
16 It's sort of unusual.

17 GREG KIMBALL: Okay. That's  
18 weird because she's got documentation with  
19 your -- maybe that was with Chad and Laura  
20 helping you out before because they had  
21 documentation showing you on family  
22 medical leave.

23 ROB CYRUS: I mean, I signed



1 the paper, but I didn't fill out any  
2 paperwork at all. And I didn't ever --

3 GREG KIMBALL: You're supposed  
4 to ask the doctor to complete it. That's  
5 probably what happened.

6 ROB CYRUS: All right. Well,  
7 you know, please let everybody know, you  
8 know, that --

9 GREG KIMBALL: Feeling any  
10 better?

11 ROB CYRUS: No.

12 GREG KIMBALL: You sound like  
13 you're stuffy.

14 ROB CYRUS: Yeah, I'm sick.

15 GREG KIMBALL: My cousin is in  
16 town. They're evacuated down in south  
17 Florida.

18 ROB CYRUS: Yeah.

19 GREG KIMBALL: But she had the  
20 same -- some of the same problems with her  
21 heart, and they took her off of that  
22 Lipitor.

23 ROB CYRUS: Yeah.



1 GREG KIMBALL: Because it gave  
2 her flu-like symptoms all the time. She  
3 stayed sick on Lipitor. And they kept her  
4 off. I told her, I said my friend has  
5 been on it --

6 ROB CYRUS: Yeah.

7 GREG KIMBALL: Took him off  
8 for three days to see. She said they had  
9 to take me off for two weeks.

10 ROB CYRUS: Really? Two  
11 weeks?

12 GREG KIMBALL: What the deal  
13 was.

14 ROB CYRUS: Huh. Well, maybe  
15 I'll try that. I'll talk to my doctor and  
16 see what he thinks.

17 GREG KIMBALL: They put her on  
18 a different medicine, and it just made the  
19 world of difference she said.

20 ROB CYRUS: Well, great. I  
21 hope that's all it is.

22 GREG KIMBALL: Yeah. I pray  
23 that that's all it is too.



1                   ROB CYRUS: All right, Greg.  
2   Well, thanks for helping me on this. And  
3   I'll get this paperwork to you as soon as  
4   I can.

5                   GREG KIMBALL: Okay, Rob.

6                   ROB CYRUS: Okay. Thanks.

7                   GREG KIMBALL: Hope you feel  
8   better.

9                   ROB CYRUS: Okay. Bye.

10

11   Phone conversation No. 2

12                   ROB CYRUS: Melanie McCormick.  
13   October 24th. 12:06.

14                   (PHONE RINGING.)

15                   (VOICE MAIL GREETING.)

16                   ROB CYRUS: Hey, Melanie.

17   This is Rob Cyrus. Hey, I tried to get  
18   with you last week. I came over to your  
19   desk on last Thursday, the 20th, and give  
20   you my documentation. And I had a few  
21   questions on the Family Medical Leave Act,  
22   but you weren't there, and your colleague  
23   said that it would be okay to give it to



1 you a few days later. I'm trying to get  
2 all the documentation complete. I'm a  
3 little confused because when I had the  
4 cardio issues, you know, I did not fill  
5 out anything or make a request. I think  
6 you did that. So I don't know why it's  
7 different this time. But can you please  
8 call me back. I'm still out sick. My  
9 home number is 215-1967. Thanks.

10

11 Phone conversation No. 3

12 ROB CYRUS: (*Inaudible*).

13 October 24th. 12:25.

14 (Phone ringing.)

15 MARY COLE: Mary Cole.

16 ROB CYRUS: Hey, Mary Cole.

17 This is Rob.

18 MARY COLE: Hey.

19 ROB CYRUS: Hey. I talked to  
20 Sidney, and we're on the same page. So if  
21 you can go back to her at seven eleven  
22 five with five thousand earnest money and  
23 then a closing date at the end of





1 November.

2 MARY COLE: Okay.

3 ROB CYRUS: That's acceptable  
4 to us.

5 MARY COLE: Okay.

6 ROB CYRUS: Is that all right?

7 MARY COLE: All right.

8 ROB CYRUS: If you get, you  
9 know, some documentation, if you can give  
10 me a copy of it.

11 MARY COLE: You want what I  
12 have now?

13 ROB CYRUS: Well, I mean --

14 MARY COLE: Or wait till she  
15 does this?

16 ROB CYRUS: Let's wait till  
17 she does this. But I need --

18 MARY COLE: Okay.

19 ROB CYRUS: -- a copy if I  
20 could, please.

21 MARY COLE: Oh, yes.

22 ROB CYRUS: When do you expect  
23 to talk to her?



1 MARY COLE: I'll call her  
2 right now.

3 ROB CYRUS: Okay. All right.  
4 Thanks for your help. Bye-bye.

5 MARY COLE: Bye.

6  
7 Phone conversation No. 4

8 ROB CYRUS: Calling Greg  
9 Kimball. October 24th, 12:51. Cell  
10 phone.

11 (Phone ringing.)

12 GREG KIMBALL: Hello.

13 ROB CYRUS: Hey, Greg. This  
14 is Rob.

15 GREG KIMBALL: Hey, Rob.

16 ROB CYRUS: How are you doing?

17 GREG KIMBALL: I'm pretty  
18 good. How about you?

19 ROB CYRUS: All right. Hey,  
20 can you talk a second?

21 GREG KIMBALL: Well, I'm in a  
22 meeting with Wendy, but you want me to  
23 call you back?



1                   ROB CYRUS: Yeah, I need to  
2 talk to you. I talked to my doctor today  
3 about the Lipitor, my cardiologist's  
4 nurse, and she agrees that, you know, this  
5 illness may be driven from the Lipitor.  
6 And she said it will take, you know, at  
7 least a couple weeks to get out of my  
8 system.

9                   GREG KIMBALL: See. That's  
10 what I was thinking after she told me the  
11 same thing. Oh, man, that's weird.

12                  ROB CYRUS: Was it your  
13 relative that had that --

14                  GREG KIMBALL: My first  
15 cousin. She's heading out. She's one of  
16 the evacuees from Florida. And the exact  
17 same thing.

18                  ROB CYRUS: All right. I  
19 called Melanie McCormick. I'm trying to  
20 get that family medical leave information  
21 tidied up and to her.

22                  GREG KIMBALL: Uh-huh.

23                  ROB CYRUS: And --



1 GREG KIMBALL: Hold on one  
2 second. Is she over in orientation,  
3 Melanie?

4 UNIDENTIFIED SPEAKER: Right  
5 there.

6 GREG KIMBALL: Oh, she's over  
7 here. She's at her desk. Do you want me  
8 to have her to call you?

9 ROB CYRUS: Yeah, when she  
10 gets a chance. But, you know, the thing I  
11 didn't understand, you know, when I had  
12 the cardio problems, I never filled out  
13 any paperwork, and now, you know, I got  
14 this letter in the mail, fill out the  
15 paperwork. So why is it different this  
16 time?

17 GREG KIMBALL: Remember I told  
18 you last night they went ahead and helped  
19 you out on that. They tried to get  
20 everything squared away for you,  
21 especially since you had been  
22 hospitalized. This time you're not, so  
23 they're needing you to get the stuff done.



1                   ROB CYRUS:   Okay.   So it says  
2   I have until November 10th on the letter  
3   here.

4                   GREG KIMBALL:   Yeah.

5                   ROB CYRUS:   So I've got to  
6   call into my new internal medicine guy,  
7   and I'm going to take this stuff over to  
8   them.   But call me when you get a chance.  
9   I'm hearing some weird rumors about me  
10   being fired because of being sick.

11                  GREG KIMBALL:   You're kidding?

12                  ROB CYRUS:   No.   Are you aware  
13   of anything like that or any performance  
14   issues?

15                  GREG KIMBALL:   Nobody has told  
16   me anything.

17                  ROB CYRUS:   Have you heard  
18   anything performance-wise from me?

19                  GREG KIMBALL:   You know, the  
20   usual wolf chatter over there about --  
21   with some of your (*inaudible*).   That's the  
22   only real comments that I've heard.

23                  ROB CYRUS:   But nothing for





1 me?

2 GREG KIMBALL: No.

3 ROB CYRUS: Okay. All right,  
4 Greg. Call me when you get a chance. You  
5 know, this has got me worried.

6 GREG KIMBALL: Okay.

7 ROB CYRUS: All right.

8 Thanks. Bye.

9

10 Phone conversation No. 5

11 ROB CYRUS: Hello.

12 LAURA: Hey. It's Laura.

13 ROB CYRUS: Hey.

14 LAURA: Mr. (*Inaudible*), the  
15 desk number is [REDACTED].

16 ROB CYRUS: [REDACTED].

17 LAURA: His cell is [REDACTED].

18 ROB CYRUS: [REDACTED].

19 LAURA: [REDACTED].

20 ROB CYRUS: [REDACTED] And then  
21 (*inaudible*).

22 LAURA: (*Inaudible*) is -- his  
23 desk number is [REDACTED].



1 ROB CYRUS: [REDACTED].

2 LAURA: [REDACTED].

3 ROB CYRUS: Okay.

4 LAURA: [REDACTED].

5 ROB CYRUS: [REDACTED].

6 LAURA: Yeah.

7 ROB CYRUS: Okay.

8

9 Telephone conversation No. 6

10 ROB CYRUS: (*Inaudible*). Now  
11 1:36 p.m. on October 24th.

12 (Phone ringing.)

13 (Voice mail greeting.)

14 ROB CYRUS: Hey, Melanie.

15 It's Rob Cyrus. It's about 1:40 on  
16 Monday, the 24th. Hey, I got your letter  
17 dated October 18th about the Family  
18 Medical Leave Act. You know, I spoke with  
19 my cardiologist's nurse today, and she's  
20 in consultation with my cardiologist. And  
21 they feel that the illness that I'm having  
22 now is related directly to the drug they  
23 put me on for my cardio, you know, when I



1 had the balloon angioplasty. So to me  
2 this would be a continuation of the  
3 original family medical leave situation.

4 You know, first they diagnosed  
5 me with mono. That was later found out to  
6 be, depending on who you talk to,  
7 incorrect. And again, had to modify my  
8 drugs. They think Lipitor is suspect.  
9 They told me to go off of it today for at  
10 least two weeks. And the nurse says it's  
11 very common to have flu-like symptoms, and  
12 that's what I've been experiencing. So I  
13 need clarification on this.

14 Again, it's October 24th, about  
15 1:40. Please call me today. You know,  
16 I'm getting a little concerned about this,  
17 and I don't understand why a second set of  
18 documents is required. But call me at  
19 home if you would at [REDACTED]. [REDACTED].  
20 Thanks for your help. Bye.

21  
22 Telephone conversation No. 7

23 ROB CYRUS: Calling Mr. Choi,



1 director of purchasing. Involved HI Kim  
2 meeting with Murakami.

3 MR. CHOI: (*Inaudible*).

4 ROB CYRUS: Mr. Choi.

5 MR. CHOI: Speaking.

6 ROB CYRUS: Hey. This is Rob.

7 MR. CHOI: Hi.

8 ROB CYRUS: Hey, how are you?

9 MR. CHOI: Fine. How are you?

10 ROB CYRUS: Not doing too

11 well. I'm still --

12 MR. CHOI: You okay?

13 ROB CYRUS: Yeah, the doctors  
14 think now it's the medication for my heart  
15 that is giving me problems.

16 MR. CHOI: Uh-huh.

17 ROB CYRUS: Hey, the reason I  
18 was calling is, you know, the HI Kim  
19 meeting with Murakami.

20 MR. CHOI: Uh-huh.

21 ROB CYRUS: Whatever happened  
22 to that situation?

23 MR. CHOI: Nothing -- nothing



1     happened.   It's done.   That's all.

2                   ROB CYRUS:   It's done.

3                   MR. CHOI:    Yeah, it's done.

4     Nothing to happen.

5                   ROB CYRUS:   So you gave your  
6     meeting minutes to President Ahn.

7                   MR. CHOI:    Yes, I gave -- I  
8     gave the whole statement.

9                   ROB CYRUS:   And I gave mine to  
10    Mr. Heron, and he gave them to Ahn.   But  
11    you -- did you get any feedback?   Are they  
12    --

13                   MR. CHOI:    No, nothing.  
14    Nothing feedback.

15                   ROB CYRUS:   They're not upset  
16    or anything?

17                   MR. CHOI:    No.

18                   ROB CYRUS:   Remember when you  
19    called me that first day and you said, you  
20    know, Rob, you and I may have the  
21    afternoon off early, HI Kim is very upset?  
22    So did they -- are you scared you're going  
23    to lose your job, or did they say anything





1 about that?

2 MR. CHOI: No, I don't  
3 think -- because (*inaudible*).

4 ROB CYRUS: So, I mean, there  
5 has been -- you know, is he upset with you  
6 now or --

7 MR. CHOI: I don't mind about  
8 his opinion. (*Inaudible*).

9 ROB CYRUS: I mean, in your  
10 opinion, you know, did you think we did  
11 anything wrong?

12 MR. CHOI: I do my job. I did  
13 my best. (*Inaudible*).

14 ROB CYRUS: Yeah.

15 MR. CHOI: I did my job, so  
16 therefore, I don't care about (*inaudible*).

17 ROB CYRUS: Okay. So they're  
18 not going to penalize you or --

19 MR. CHOI: Nothing happened.  
20 Nothing happened.

21 ROB CYRUS: Okay. All right.

22 MR. CHOI: All right. Thank  
23 you.



1 ROB CYRUS: Thank you.

2 Bye-bye.

3 MR. CHOI: Bye.

4

5 Telephone conversation No. 8

6 ROB CYRUS: Calling  
7 cardiologist, Dr. Moore. October 24th,  
8 2:23 p.m.

9 (Phone ringing.)

10 UNIDENTIFIED SPEAKER:  
11 Montgomery Cardiovascular.

12 ROB CYRUS: Yes, I need to set  
13 up an appointment with Dr. Moore. I'm a  
14 current patient.

15 UNIDENTIFIED SPEAKER: One  
16 moment.

17 ROB CYRUS: Thank you.

18 (Phone ringing.)

19 (Voice mail greeting.)

20 ROB CYRUS: Hi, Jacqueline.  
21 This is Robert Cyrus, C-Y-R-U-S. I'm a  
22 current patient of Dr. Moore's. Hey, I'm  
23 having some severe side effects from a



1 heart medication or medications. Lipitor  
2 is what everybody is thinking it is, and I  
3 needed to get in and see Dr. Moore about  
4 this situation and also about a work  
5 excuse through Family Medical Leave Act.  
6 I've been out for a couple weeks because  
7 of these symptoms. Can you please call me  
8 back. It's fairly urgent. At [REDACTED].  
9 Again, [REDACTED]. Again, this is Robert  
10 Cyrus, C-Y-R-U-S. Thanks for your help.  
11 Bye-bye.

12  
13 Telephone conversation No. 9

14 ROB CYRUS: Calling Melanie  
15 McCormick again. (*Inaudible*). 387. 2:25  
16 p.m. October 24th.

17 (Phone ringing.)

18 (Voice mail greeting.)

19 ROB CYRUS: Hey, Melanie.  
20 This is Rob Cyrus again. October 24th,  
21 about 2:30. I just wanted to get a  
22 response from you guys on the questions I  
23 have about this Family Medical Leave Act



1 request. Again, I'm trying to get up with  
2 you guys. Please give me a call at  
3 [REDACTED]. Thank you.

4  
5 Phone conversation No. 10

6 ROB CYRUS: Calling Greg  
7 Kimball, human resources director HMMA.  
8 October 24th. 2:29 p.m.

9 (Phone ringing.)

10 (Voice mail greeting.)

11 ROB CYRUS: Hey, Greg. This  
12 is Rob. It's 2:29 on October 24th. Hey,  
13 I've called Melanie McCormick twice now  
14 and left detailed requests for her to call  
15 me back about this FMLA situation and  
16 update her on my continuing heart  
17 condition. Can you call me. I can't get  
18 a response. I'm at home, [REDACTED], and my  
19 cell is [REDACTED]. Thanks, Greg.

20  
21 Phone conversation No. 11

22 UNIDENTIFIED SPEAKER:  
23 (Inaudible). Can I help you?



1                   ROB CYRUS: Hey. This is Rob  
2                   Cyrus from upstairs.

3                   UNIDENTIFIED SPEAKER: Hi.

4                   ROB CYRUS: Hey, how you  
5                   doing?

6                   UNIDENTIFIED SPEAKER: I'm  
7                   fine. Who you need now?

8                   ROB CYRUS: I'm sorry to keep  
9                   bugging you.

10                  UNIDENTIFIED SPEAKER: You're  
11                  not.

12                  ROB CYRUS: Rick Neal. I need  
13                  his desk number and cell if possible.

14                  UNIDENTIFIED SPEAKER: Okay.  
15                  I don't know his cell, so I got to look  
16                  that one up.

17                  ROB CYRUS: Okay. How is your  
18                  day?

19                  UNIDENTIFIED SPEAKER: It's  
20                  going pretty good.

21                  ROB CYRUS: Good.

22                  UNIDENTIFIED SPEAKER: Okay.

23                  Rick Neil's extension is [REDACTED].



1 ROB CYRUS: [REDACTED].

2 UNIDENTIFIED SPEAKER: Cell  
3 phone [REDACTED].

4 ROB CYRUS: [REDACTED].

5 UNIDENTIFIED SPEAKER: Uh-huh.

6 ROB CYRUS: All right. Thanks  
7 again for your help.

8 UNIDENTIFIED SPEAKER: Uh-huh.  
9 Bye-bye.

10 ROB CYRUS: Bye-bye.

11

12 Phone conversation No. 12

13 ROB CYRUS: Calling Rick Neal,  
14 general counsel HMMA.

15 (Voice mail greeting.)

16 ROB CYRUS: Hey, Rick. It's  
17 Rob Cyrus. It's about 2:30 on Monday. I  
18 need to talk to you about some issues with  
19 rumors I'm hearing. Remember when I sat  
20 you and Greg down and made formal notice  
21 that I had been treated differently, felt  
22 that I was treated differently because of  
23 my medical conditions with my heart. You





1 know, now I feel that this is coming to  
2 fruition. So I need you to give me a call  
3 back. Fairly urgent. My number again is  
4 [REDACTED]. And cell is [REDACTED]. Thanks  
5 for your help. Bye.

6  
7 Phone conversation No. 13

8 ROB CYRUS: Calling Rick  
9 Neil's desk. 2:32 p.m. October 24th.

10 GINGER: Good afternoon. Rick  
11 Neil's office.

12 ROB CYRUS: Hey, Ginger.

13 GINGER: Hey.

14 ROB CYRUS: Hey, it's Rob.

15 GINGER: Hey, Rob.

16 ROB CYRUS: How are you?

17 GINGER: I'm all right. How  
18 are you?

19 ROB CYRUS: I'm still feeling  
20 fairly ill.

21 GINGER: Bless your heart.  
22 What's wrong?

23 ROB CYRUS: You know, I talked



1 to my cardiologist today, and they feel  
2 it's medication, heart medication,  
3 reactions, so they took me off the  
4 Lipitor. They indicated to me today it  
5 would take two weeks to get out of my  
6 system, so, you know, I'm feeling rotten.  
7 I just hope that's what it is.

8 GINGER: Bless your heart.  
9 Well, yeah, because if it's not, then you  
10 just spend another two weeks without  
11 Lipitor which is --

12 ROB CYRUS: Yeah, I know. I  
13 should be able to survive that.

14 GINGER: Not so great.

15 ROB CYRUS: Hey, I need to  
16 talk to Rick.

17 GINGER: Yeah. You want me to  
18 have him call you? He's still in his  
19 director's meeting.

20 ROB CYRUS: Oh, okay. Yeah,  
21 have him call me if you would, please.

22 GINGER: Yeah. You me to call  
23 him --



1 ROB CYRUS: My home number is

2 [REDACTED] --

3 GINGER: Uh-huh.

4 ROB CYRUS: -- [REDACTED].

5 GINGER: Okay.

6 ROB CYRUS: And my cell

7 [REDACTED]. Is Greg in that meeting also

8 or --

9 GINGER: Yeah, I think -- I  
10 think. The director's meeting hasn't let  
11 out yet. Yeah, no, they're still all in  
12 there.

13 ROB CYRUS: Huh. That starts  
14 at nine o'clock usually.

15 GINGER: Uh-uh. One.

16 ROB CYRUS: One. Okay. That  
17 director's meeting. Okay.

18 GINGER: Yeah. Yeah.

19 ROB CYRUS: All right. If you  
20 could have him call me, please.

21 GINGER: All right, honey.  
22 Feel better.

23 ROB CYRUS: All right.



1 Thanks. Bye.

2 GINGER: Bye.

3  
4 Telephone conversation No. 14

5 ROB CYRUS: (*Inaudible*). 2:34  
6 p.m.

7 (Phone ringing.)

8 (Voice mail greeting.)

9 ROB CYRUS: Hey, HJ. It's  
10 Rob. It's Monday, October 24th, about  
11 2:30. Hey, I needed to talk to you. If  
12 you could please give me a call at  
13 [REDACTED] or my home is [REDACTED]. I spoke  
14 with my cardiologist today, and they think  
15 the illness is due to, you know, a  
16 continuation from my heart problem and a  
17 medicine adjustment is needed.

18 But I needed to speak with you.  
19 I'm hearing rumors about me getting  
20 terminated for missing work on a heart  
21 related issue. I'm a little surprised and  
22 concerned. So give me a call if you  
23 would, please. Thanks.



Phone conversation No. 15

ROB CYRUS: Hello.

UNIDENTIFIED SPEAKER: Hey.

ROB CYRUS: Hey.

UNIDENTIFIED SPEAKER: I got  
your message.

ROB CYRUS: Okay.

UNIDENTIFIED SPEAKER: So you  
just want a phone list?

ROB CYRUS: Yeah, just a phone  
list.

UNIDENTIFIED SPEAKER: Okay.

ROB CYRUS: And who else's  
number do I need? That's it I guess.

UNIDENTIFIED SPEAKER: Okay.

ROB CYRUS: All right.  
Thanks. Bye.

Phone conversation No. 16

ROB CYRUS: Mr. Heron at his  
desk. [REDACTED] -- 02, sorry.

(Phone ringing.)



1 MR. HERON: Hello.

2 ROB CYRUS: Mr. Heron.

3 MR. HERON: Yeah. How you  
4 doing?

5 ROB CYRUS: Hey. Not feeling  
6 too good. How are you? How are you?

7 MR. HERON: Yeah, fine. Thank  
8 you.

9 ROB CYRUS: Did you --

10 MR. HERON: (*Inaudible*).

11 ROB CYRUS: Yeah, you know, I  
12 talked to my cardiologist today, so they  
13 think it's medication they've been giving  
14 me, you know, in relation to my heart  
15 problem, so. I -- I've been -- I left you  
16 a message. Did you get my message?

17 MR. HERON: No. Not yet.  
18 (*Inaudible*) meeting.

19 ROB CYRUS: Okay. I'm hearing  
20 rumors that my job may be in jeopardy  
21 because of being out sick so much. What's  
22 going on there?

23 MR. HERON: I don't have any





1 idea about it.

2 ROB CYRUS: So are you unhappy  
3 with me because of my ailment or?

4 MR. HERON: That's not the  
5 case.

6 ROB CYRUS: Huh?

7 MR. HERON: That's not the  
8 case.

9 ROB CYRUS: I mean, do you  
10 have a problem with my performance or  
11 anything or -- I mean, I'm a little  
12 worried here.

13 MR. HERON: Okay. When do you  
14 think you can be here?

15 ROB CYRUS: You know, as soon  
16 as I feel better. I talked to the  
17 cardiologist today, and he changed my  
18 medication.

19 MR. HERON: Uh-huh.

20 ROB CYRUS: So, you know, I  
21 don't want to be sick. I don't want to  
22 sit in this house by myself. You know, my  
23 parents are coming down again, you know,



1 five hundred miles away to take care of  
2 me. I mean, do you have a performance  
3 issue with me or is there a problem --

4 MR. HERON: I think when  
5 (*inaudible*) get over and you're here at  
6 the office and I talk about some of the  
7 issues you're talking.

8 ROB CYRUS: What issues? You  
9 know, I'm alone here at home, and I have  
10 to worry about that until I return to  
11 work? You can't tell me what's going on?

12 MR. HERON: I don't know  
13 exactly what's going on.

14 ROB CYRUS: You know, I talked  
15 to Mr. Choi and he said --

16 MR. HERON: Who is Mr. Choi?

17 ROB CYRUS: You know, the  
18 gentleman that sits next to me in parts  
19 development.

20 MR. HERON: Uh-huh.  
21 (*Inaudible*).

22 ROB CYRUS: Yeah. I asked him  
23 about what happened with the HI Kim



1 situation. He said --

2 MR. HERON: HI Kim?

3 ROB CYRUS: Remember the  
4 Murakami issue where he was upset?

5 MR. HERON: Uh-huh.

6 ROB CYRUS: And he said  
7 nothing. You know, that everything was  
8 okay. And I asked him, you know, was he  
9 penalized or any problems with him, and he  
10 said no, not at all.

11 MR. HERON: Yeah. I don't  
12 have any ideas what's going with the case.  
13 Everything is (*inaudible*). (*Inaudible*) as  
14 far as I know.

15 ROB CYRUS: What I'm hearing  
16 is that the executive management is upset  
17 with me.

18 MR. HERON: Where did you  
19 heard about that?

20 ROB CYRUS: Keith Duckworth.

21 MR. HERON: Keith.

22 ROB CYRUS: Yeah. He  
23 mentioned --



1 MR. HERON: (*Inaudible*).  
2 ROB CYRUS: -- Rick Neal. And  
3 he said --  
4 MR. HERON: (*Inaudible*).  
5 ROB CYRUS: So Keith hasn't  
6 talked to you?  
7 MR. HERON: Yeah. No.  
8 ROB CYRUS: I mean, are you  
9 aware that Mr. Ahn is upset with me? I've  
10 never talked to him. He doesn't speak  
11 English very well.  
12 MR. HERON: Who?  
13 ROB CYRUS: President Ahn.  
14 It's unusual he would be upset with me  
15 when he doesn't know me.  
16 MR. HERON: I don't know. I  
17 don't know at all what's going on.  
18 ROB CYRUS: Okay.  
19 MR. HERON: Okay.  
20 ROB CYRUS: All right.  
21 Thanks, HJ. Okay. Bye.  
22

23 Phone conversation No. 17



1                   ROB CYRUS: Calling Rick Neal,  
2                   Hyundai's general counsel. (*Inaudible*).  
3                   What's his number here? [REDACTED].

4                   (Phone ringing.)

5                   RICK NEAL: Rick Neal.

6                   ROB CYRUS: Hey, Rick. It's  
7                   Rob.

8                   RICK NEAL: Hey, Rob.

9                   ROB CYRUS: Hey. What's going  
10                  on?

11                  RICK NEAL: I'm in a meeting  
12                  right now.

13                  ROB CYRUS: Did you get my  
14                  message earlier?

15                  RICK NEAL: Yeah, I just got  
16                  it. We had a long director's meeting  
17                  today.

18                  ROB CYRUS: Oh. Sounds like  
19                  fun. I need to talk to you about the  
20                  conversation I had with Keith Duckworth  
21                  where he mentions you specifically having  
22                  a performance issue with me. The  
23                  executive management who he named is HI



1 Kim, Mr. Ahn, and you. So I don't know  
2 why he's dragging you into this, but I  
3 need to know what's going on here.

4 RICK NEAL: Okay.

5 ROB CYRUS: So.

6 RICK NEAL: When I'm finished  
7 with my meeting, I'll give you a call.

8 ROB CYRUS: All right. I need  
9 to talk to you about it quickly. All  
10 right?

11 RICK NEAL: Okay.

12 ROB CYRUS: Okay. Bye.

13 RICK NEAL: Bye.

14

15 Phone conversation No. 18

16 ROB CYRUS: Calling Greg  
17 Kimball. 3:07 p.m. October 24th. Human  
18 resources director.

19 (Phone ringing.)

20 (Voice mail greeting.)

21 ROB CYRUS: Hey, Greg. This  
22 is Rob again. It's about 3:10 on Monday,  
23 the 24th. Hey, I need you to call me.





1 This is fairly urgent, affecting me and my  
2 family directly. Some issues going on.  
3 Please call me. Again, it's very urgent.  
4 At -- either at home, [REDACTED], or my cell  
5 is [REDACTED]. Thank you.

6  
7 Phone conversation No. 19

8 ROB CYRUS: Calling Greg  
9 Kimball again. 3:13. 10/24. Desk phone,  
10 [REDACTED].

11 (Phone ringing.)

12 (Voice mail greeting.)

13 ROB CYRUS: Hey, Greg. It's  
14 Rob. It's about 3:15 on Monday. Hey,  
15 I've been trying to reach you. It's  
16 urgent that I speak with you about some  
17 issues and accusations that are going on.  
18 Again, this is Rob. Please call me at  
19 [REDACTED] or my cell is [REDACTED]. Thank  
20 you. Bye.

21  
22 Phone conversation No. 20

23 ROB CYRUS: Calling Greg



1 Kimball via his secretary Denise  
2 (*inaudible*). 3:14. 10/24.

3 (Phone ringing.)

4 (Voice mail greeting.)

5 ROB CYRUS: Hey, Denise. It's  
6 Rob. It's about 3:15 on Monday, the 24th.  
7 I'm trying to reach Greg. If you could  
8 please have him call me. It's fairly  
9 urgent if you can find him and have him  
10 call me. Thank you so much. Bye-bye.

11  
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C E R T I F I C A T E

STATE OF ALABAMA)  
JEFFERSON COUNTY)

I hereby certify that the  
above and foregoing recordings were taken  
down by me in stenotypy, and the questions  
and answers thereto were reduced to  
typewriting under my supervision, and that  
the foregoing represents a true and  
correct transcript of the recordings given  
by said parties upon said hearing.

I further certify that I am  
neither of counsel nor of kin to the  
parties to the action, nor am I in anywise  
interested in the result of said cause.

A handwritten signature in cursive script, appearing to read 'Stacy L. Loun'.

COMMISSIONER - NOTARY PUBLIC  
ACCR NO. 445



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TAPE RECORDED TELEPHONE CONVERSATIONS

RE: Cyrus v. Hyundai, 6363.31

Tape 2

TRANSCRIBED BY: Stacy L. Lovin,  
Court Reporter and  
Notary Public

COPY



1 Telephone conversation No. 1

2 ROB CYRUS: Calling Melanie  
3 McCormick. (*Inaudible*).

4 (Phone ringing.)

5 (Voice mail greeting.)

6 ROB CYRUS: Hey, Melanie.

7 This is Rob. It's -- Rob Cyrus. It's  
8 2:59, about three o'clock on Tuesday.

9 Hey, I got a voice mail on my home  
10 answering machine last night from Maylene  
11 at Dr. Paul Moore, my cardiologist's  
12 office, and she indicated to me that she  
13 had sent the FMLA documentation to you  
14 already. So I'm a little confused. I  
15 don't know if that's the original one or  
16 the second one. Can you please call me at  
17 [REDACTED] or [REDACTED] and let me know if  
18 you have received what you need. I don't  
19 want to fall down here because of the  
20 communication gap here. But please call  
21 me. I need to know today so I can call  
22 them back if it's not what you need.  
23 Thank you so much. Bye-bye.



1 Telephone conversation No. 2

2 ROB CYRUS: Calling Maylene,  
3 Dr. Paul Moore, cardiologist. 10/25.  
4 3:05 p.m.

5 (Phone ringing.)

6 UNIDENTIFIED SPEAKER:  
7 Montgomery Cardiovascular.

8 ROB CYRUS: Yes. May I speak  
9 to Maylene.

10 UNIDENTIFIED SPEAKER: I can  
11 take a message and have her return your  
12 call.

13 ROB CYRUS: Okay. If you  
14 would please. This is -- I'm a patient of  
15 Dr. Moore. It's Robert Cyrus, C-Y-R-U-S.  
16 And she called me last night about some  
17 documentation for Family Medical Leave  
18 Act, and I need to confirm the situation  
19 on that.

20 UNIDENTIFIED SPEAKER: Okay.  
21 What number can she call you back?

22 ROB CYRUS: Yes. It's  
23 [REDACTED] or my home is [REDACTED].





1 UNIDENTIFIED SPEAKER: That's  
2 area code 334?

3 ROB CYRUS: Yes, ma'am. It's  
4 here in Montgomery. And I also needed to  
5 get in this week and talk to Dr. Moore.  
6 They've indicated for me to go off the  
7 Lipitor because of the side effects I'm  
8 having, and I need to speak with him about  
9 that and about a legal issue.

10 UNIDENTIFIED SPEAKER: Okay.

11 ROB CYRUS: So is there any  
12 appointment time I could get in to see  
13 him? I know he's booked, but this is an  
14 emergency.

15 UNIDENTIFIED SPEAKER: Let me  
16 connect you to that scheduling.

17 ROB CYRUS: Okay. Thank you  
18 so much.

19 (Phone ringing.)

20 JACKY: Scheduling. This is  
21 Jacky. Hold, please.

22 ROB CYRUS: Sure. Hello.

23 JACKY: Thank you for holding.



1 May I help you.

2 ROB CYRUS: Yes, ma'am. This  
3 is Robert Cyrus. I'm a patient of  
4 Dr. Moore's. And I need to get in and see  
5 him this week. I'm having a reaction to  
6 some of the medications he's prescribed,  
7 and I also have a FMLA legal issue with  
8 work.

9 JACKY: Okay. What's the  
10 name?

11 ROB CYRUS: Robert Cyrus.  
12 It's C-Y-R-U-S.

13 JACKY: Okay. I have sent a  
14 message to Dr. Moore's nurse. Has she not  
15 called you?

16 ROB CYRUS: She called back  
17 yesterday evening and said that she had  
18 sent the proper documentation to my  
19 employer, but I don't know if that was  
20 from April when I had heart stints put in  
21 or if that was this week. So if she can  
22 call and clarify that. And then I need to  
23 know what is the time of the FMLA. You



1 know, does it expire 10/31 or 11/15?

2 JACKY: Okay. She's going to  
3 have to call you with all of that --

4 ROB CYRUS: Okay.

5 JACKY: -- because, I mean,  
6 all I do is schedule. I don't have any of  
7 the other --

8 ROB CYRUS: All right, ma'am.  
9 I think I'm getting a call from her now.  
10 Let me take this. I'm sorry. Thank you.

11 JACKY: Okay.

12 ROB CYRUS: Bye.

13 JACKY: Bye.

14

15 Telephone conversation No. 3

16 ROB CYRUS: Yes, ma'am.

17 UNIDENTIFIED SPEAKER:

18 *(Inaudible)*.

19 ROB CYRUS: Can you call me  
20 back on the [REDACTED]. My phone is dying.  
21 I apologize.

22 UNIDENTIFIED SPEAKER:

23 *(Inaudible)*.



1                   ROB CYRUS: Yeah, I was on the  
2 line with your scheduling. 21 -- okay.  
3 Thank you. Bye.

4  
5                   Telephone conversation No. 4

6                   ROB CYRUS: Hello.

7                   UNIDENTIFIED SPEAKER: Hey.

8                   ROB CYRUS: Hey.

9                   UNIDENTIFIED SPEAKER: I  
10 called you yesterday and left you a  
11 message. Is that what you were calling  
12 about?

13                   ROB CYRUS: Yes, ma'am, I got  
14 that. You know, I know you guys provided  
15 the FMLA documentation, you know, for my  
16 heart stint procedure back in April, May  
17 time frame.

18                   UNIDENTIFIED SPEAKER: Okay.

19                   ROB CYRUS: Did you send one  
20 this week?

21                   UNIDENTIFIED SPEAKER: They're  
22 supposed to be faxing it. I had one  
23 from -- I don't know. It got buried under



1 some of my stuff, but it was from August,  
2 June or August that I had.

3 ROB CYRUS: Okay.

4 UNIDENTIFIED SPEAKER: And  
5 they were -- they're supposed to be faxing  
6 it from my office now -- I mean this week.  
7 It's been filled out.

8 ROB CYRUS: I mean, you're  
9 going to send it to Melanie McCormick --

10 UNIDENTIFIED SPEAKER: Yes.

11 ROB CYRUS: -- at Hyundai this  
12 week?

13 UNIDENTIFIED SPEAKER: Yes.

14 ROB CYRUS: Okay. And then  
15 what is the time period that runs through?  
16 You know, when I am I covered until?  
17 That's why I was going to --

18 UNIDENTIFIED SPEAKER: It's  
19 kind of indefinite. I don't put -- we  
20 don't put any dates on that.

21 ROB CYRUS: Okay.

22 UNIDENTIFIED SPEAKER: Because  
23 we don't -- we don't have -- I mean, this



1 is a continuing thing, and I don't --

2 ROB CYRUS: Yes, ma'am.

3 UNIDENTIFIED SPEAKER: I don't  
4 give an end date or a -- you know, it's  
5 like when you need to come in, you know,  
6 if it wasn't in that time frame, you know.  
7 I just never -- I always say indefinitely.

8 ROB CYRUS: Okay.

9 UNIDENTIFIED SPEAKER: For any  
10 kind of testing or returns or anything.

11 ROB CYRUS: Okay. You know, I  
12 stopped taking the Lipitor --

13 UNIDENTIFIED SPEAKER: Right.

14 ROB CYRUS: -- you know, based  
15 on your direction --

16 UNIDENTIFIED SPEAKER: Right.

17 ROB CYRUS: -- on the 24th.  
18 And you said it may take 14 days to get  
19 out of my system.

20 UNIDENTIFIED SPEAKER: Yeah.

21 ROB CYRUS: So I'm still  
22 feeling horrible, and, you know, I just  
23 want to make sure that I'm covered.





1 UNIDENTIFIED SPEAKER: It's  
2 not going to happen over -- that you're  
3 covered for what?

4 ROB CYRUS: For FMLA for my  
5 employer.

6 UNIDENTIFIED SPEAKER: You  
7 mean like to take off or something?

8 ROB CYRUS: Yeah. I'm out of  
9 work. I've been out of work off and on  
10 since the 19th of September.

11 UNIDENTIFIED SPEAKER: Well, I  
12 didn't know that. I have not been told  
13 that.

14 ROB CYRUS: I went to an  
15 internal medicine doctor, Dr. Kirby  
16 Parker.

17 UNIDENTIFIED SPEAKER: Okay.

18 ROB CYRUS: And he told me  
19 that, you know, he was going to be the  
20 quarterback and talk to my ENT and talk to  
21 my GP and talk to --

22 UNIDENTIFIED SPEAKER: He  
23 needs to be getting those kind of forms



1 and fill them out since he's doing all  
2 that.

3 ROB CYRUS: Well, you know,  
4 since it's cardio related, I thought you  
5 guys would do it.

6 UNIDENTIFIED SPEAKER: It's  
7 not cardio. It's drug related. But if  
8 he --

9 ROB CYRUS: But you-all --  
10 you-all prescribed that, right?

11 UNIDENTIFIED SPEAKER: That's  
12 right. But we didn't tell you to take off  
13 because of it.

14 ROB CYRUS: Okay. I'm  
15 confused. I mean --

16 UNIDENTIFIED SPEAKER: I  
17 didn't tell you to take off work because  
18 of it. I just told you to stop it.

19 ROB CYRUS: Right. Right.  
20 But I've been off work because I've been  
21 feeling so sick and, you know --

22 UNIDENTIFIED SPEAKER: But we  
23 haven't seen you since that time.



1                   ROB CYRUS: That's why I was  
2 asking if I can come in this week.

3                   UNIDENTIFIED SPEAKER: I don't  
4 -- I don't have anything, and he's off.  
5 He's on vacation this week.

6                   ROB CYRUS: This is -- this is  
7 getting to the point where it's a legal  
8 issue. I'm going through a divorce. I  
9 could lose my children. You know, it's  
10 imperative that I -- you know, I'm able to  
11 see somebody.

12                  UNIDENTIFIED SPEAKER: I  
13 can't -- I don't have a doctor for you to  
14 see. Dr. Moore is on vacation.

15                  ROB CYRUS: There is no other  
16 one in the practice that could see me?

17                  UNIDENTIFIED SPEAKER: They  
18 don't need to see you for flu-like  
19 symptoms. You have to -- how long has  
20 this been going on? I just heard about it  
21 yesterday?

22                  ROB CYRUS: Right. Because  
23 I've been going through -- I switched from



1 Daniel Moore and went to an internal  
2 medicine doctor because no one could come  
3 to the -- all right. All right. So  
4 you're just saying --

5 UNIDENTIFIED SPEAKER: I'm  
6 just saying you've been -- you've been  
7 dealing with this through another doctor.  
8 You called me yesterday. He seems to  
9 think it might be the medicine. I just  
10 okayed that you could stop it because he  
11 thought it was causing it.

12 ROB CYRUS: Right. And I  
13 agree with you.

14 UNIDENTIFIED SPEAKER: Okay.  
15 But I don't -- a doctor doesn't need to  
16 see you because of this. It takes a  
17 couple of weeks for this to get out of  
18 your system and to see if your symptoms  
19 subside. Did Dr. Parker do any lab work  
20 on you?

21 ROB CYRUS: Oh, yeah. I mean,  
22 I've had ultrasounds, lab work.

23 UNIDENTIFIED SPEAKER: He's



1 checked your cholesterol, he's checked  
2 your liver test, he's done all that?

3 ROB CYRUS: Yes, ma'am. I  
4 mean, a plethora. I had probably, you  
5 know, 20 different prescriptions. So.

6 UNIDENTIFIED SPEAKER: All I'm  
7 saying is we can't be responsible for all  
8 of that.

9 ROB CYRUS: I understand that.  
10 I understand. I just thought since, you  
11 know, the Lipitor was coming from you I  
12 should contact you guys.

13 UNIDENTIFIED SPEAKER: That's  
14 fine that you did. And I'm telling you to  
15 stop it. But we don't see someone, you  
16 know --

17 ROB CYRUS: At this period.

18 UNIDENTIFIED SPEAKER: No.

19 ROB CYRUS: Okay. That's  
20 fine. I'll call --

21 UNIDENTIFIED SPEAKER: If it's  
22 continuing after two weeks off the  
23 medicine, then it's probably something



1 else.

2 ROB CYRUS: Right. But I've  
3 been -- you know, I've had seven or eight  
4 different doctors' appointments and  
5 ultrasounds and X-rays and everything. I  
6 mean, so it's the point of everything is  
7 normal, but I'm still feeling horrible.  
8 But the side effects --

9 UNIDENTIFIED SPEAKER: You  
10 need to give this time. Okay?

11 ROB CYRUS: Yes, ma'am.

12 UNIDENTIFIED SPEAKER: And if  
13 all your lab works were fine --

14 ROB CYRUS: Yes.

15 UNIDENTIFIED SPEAKER: -- and  
16 you had been on the Lipitor for a while  
17 before you started having --

18 ROB CYRUS: Right. But --

19 UNIDENTIFIED SPEAKER: Since  
20 May.

21 ROB CYRUS: Right.

22 UNIDENTIFIED SPEAKER: Yeah.  
23 So it's going to take several days for





1 that to get out of your system.

2 ROB CYRUS: Okay. Okay.

3 UNIDENTIFIED SPEAKER: Okay.

4 ROB CYRUS: All right.

5 UNIDENTIFIED SPEAKER: And  
6 then if it -- if you're -- like I told you  
7 yesterday, if you're feeling better in two  
8 weeks and your symptoms have gone away,  
9 then we know, yeah, it had to have been  
10 the Lipitor and we can try you on  
11 something else.

12 ROB CYRUS: Okay. That's  
13 fine.

14 UNIDENTIFIED SPEAKER: If  
15 you're still feeling that bad, then you  
16 need to go back to see Dr. Parker.

17 ROB CYRUS: Yeah. Okay.

18 UNIDENTIFIED SPEAKER: Okay?

19 ROB CYRUS: All right.

20 UNIDENTIFIED SPEAKER: Okay.

21 ROB CYRUS: Yes, ma'am. Thank  
22 you so much. Bye-bye.

23 UNIDENTIFIED SPEAKER:



1     Bye-bye.

2

3     Telephone conversation No. 5

4                     ROB CYRUS:   Calling Melanie  
5     McCormick.   3:20 p.m., October 25th.

6     Follow-up on documentation.

7                     (PHONE RINGING.)

8                     MELANIE MCCORMICK:   Benefits.  
9     Melanie.

10                    ROB CYRUS:   Hey, Melanie.

11     It's Rob.

12                    MELANIE MCCORMICK:   Hey.

13                    ROB CYRUS:   Hey.   How are you?

14                    MELANIE MCCORMICK:   I'm good.  
15     How are you?

16                    ROB CYRUS:   I'm okay.   Hey,  
17     did you get my message?

18                    MELANIE MCCORMICK:   Today?

19                    ROB CYRUS:   Yes, ma'am.

20                    MELANIE MCCORMICK:   When did  
21     you leave it?

22                    ROB CYRUS:   Just about 20, 30  
23     minutes ago.



1 MELANIE MCCORMICK: No.

2 Uh-uh, not yet.

3 ROB CYRUS: I got a call from  
4 Maylene. She's the nurse for Dr. Paul -  
5 Moore, the cardiologist, and she left a  
6 message last night about five, and she  
7 said that she had received the forms and  
8 sent the documentation to you.

9 MELANIE MCCORMICK: Uh-huh.

10 ROB CYRUS: Do you have that?

11 MELANIE MCCORMICK: Yeah, I  
12 got a fax from her. But the thing is is  
13 on here it doesn't say anything about you  
14 being out. It just says that -- I mean,  
15 it says will it be necessary for employee  
16 to take work early intermittent leave.  
17 Says no. It says is it chronic condition.  
18 It's a chronic condition. State whether  
19 patient is presently incapacitated. It  
20 says no. So --

21 ROB CYRUS: But I haven't met  
22 with her in -- that was months. I've been  
23 going to Kirby Parker, an internal



1 medicine doctor. My brother-in-law is an  
2 ear, nose, and throat doctor, plus he was  
3 a pharmacist for eight years prior to  
4 that, and he said -- you know, I was going  
5 to a general practitioner, Daniel Moore,  
6 and he said I needed somebody a little  
7 more cerebral to grasp everything and pull  
8 together what's really going on since this  
9 is going on so long. So I switched over  
10 to Kirby Parker, and, you know, he was the  
11 quarterback to talk to the cardiologist.  
12 And that's who I've been seeing lately.  
13 So do I need to get the documentation from  
14 him?

15 MELANIE MCCORMICK: Well,  
16 whoever has you out.

17 ROB CYRUS: Okay.

18 MELANIE MCCORMICK: Whoever  
19 has you out on a leave right now or, you  
20 know, has -- currently has you out on this  
21 leave, that's who I need to complete this  
22 information.

23 ROB CYRUS: Okay. I'll give



1 him a call and get that rolling.

2 MELANIE MCCORMICK: Okay. If  
3 you need me to fax something else to him,  
4 just let me know.

5 ROB CYRUS: Okay. I mean,  
6 what do you need me to fill out? That's  
7 why I was confused. Because the first  
8 time I didn't --

9 MELANIE MCCORMICK: The leave  
10 of absence form that I sent you.

11 ROB CYRUS: I didn't -- I  
12 didn't do that the first time. Why are we  
13 doing that now?

14 MELANIE MCCORMICK: It's a  
15 standard form every time.

16 ROB CYRUS: No, you didn't --  
17 you had me sign something, but you didn't  
18 -- I didn't fill anything out.

19 MELANIE MCCORMICK: Remember I  
20 sent you about your paperwork and you said  
21 you never got it.

22 ROB CYRUS: That's because I,  
23 you know, went through a divorce. I had a



1 rental house.

2 MELANIE MCCORMICK: But --

3 ROB CYRUS: But I was on  
4 family medical leave. I came back to  
5 medical. They checked me out. Said yeah,  
6 you're good to go back to work, so  
7 apparently everything was, you know,  
8 kosher.

9 MELANIE MCCORMICK: That's a  
10 standard thing. You must never have just  
11 turned it in because I send those out  
12 every --

13 ROB CYRUS: I was at your desk  
14 and I signed some family medical leave.  
15 If you can look through your papers --

16 MELANIE MCCORMICK: I'm  
17 looking through right now.

18 ROB CYRUS: Okay.

19 MELANIE MCCORMICK: And I  
20 don't see the leave of absence form. I  
21 don't see the leave of absence form.

22 ROB CYRUS: You know, this  
23 isn't my specialty. So I had no idea that





1 I would be on -- I didn't know really any  
2 details of Family Medical Leave Act, and I  
3 didn't know, you know, having balloon  
4 angioplasty would, you know, fall under  
5 Family Medical Leave Act, so --

6 MELANIE MCCORMICK: Well --

7 ROB CYRUS: -- you have to  
8 guide me through this.

9 MELANIE MCCORMICK: Well, it  
10 doesn't matter. It's not my -- I'm not  
11 the one that says okay, we'll send out  
12 FMLA. If you're qualified, if you've been  
13 here and we get (*inaudible*) we send the  
14 paperwork out.

15 ROB CYRUS: Okay.

16 MELANIE MCCORMICK: And then  
17 when we get it back, we review it. And if  
18 it's considered a serious health condition  
19 and, you know, it justifies all the facts,  
20 then that's when we either approve it. If  
21 it doesn't, we deny it.

22 ROB CYRUS: Okay.

23 MELANIE MCCORMICK: But



1 anybody who's qualified and is out for  
2 something -- you know, I mean, if you're  
3 just out with a cold for a couple of  
4 days --

5 ROB CYRUS: Well, this isn't a  
6 cold. This is a reaction to a medication.

7 MELANIE MCCORMICK: I'm not  
8 saying that. I'm just saying that if  
9 somebody was, we wouldn't send it out for  
10 that because it's not --

11 ROB CYRUS: Sure. I  
12 understand.

13 MELANIE MCCORMICK: So those  
14 leave of absence forms, those are the  
15 standard ones that -- and I send it with  
16 all the packets.

17 ROB CYRUS: Okay. So it's  
18 just one page. I have that paperwork in  
19 front of me. There is just one page that  
20 I fill out, is that correct? That's the  
21 doctor to complete and return to Hyundai  
22 benefits. This is the one certification  
23 of health care provider. And there is a



1 Family Medical Leave Act application. Is  
2 that me?

3 MELANIE MCCORMICK: Yes. And  
4 it's front and back.

5 ROB CYRUS: Front and back.  
6 And that is two pages. And then I got  
7 your letter dated October 18th. And then  
8 I have another one here, Authorization For  
9 Release of Protected Health Information.

10 MELANIE MCCORMICK: When  
11 the -- some of the doctors, for HIPAA  
12 reasons, want you to state specifically  
13 who the information can be released to.  
14 And that's the form that, if they request  
15 it, you need to turn it into them and they  
16 know it comes to the benefits department.

17 ROB CYRUS: So would I take  
18 this to the doctor's office? I fill this  
19 out and release them to release  
20 information.

21 MELANIE MCCORMICK: Right.  
22 *(Inaudible)*.

23 ROB CYRUS: Okay. All right.



1 There is a handwritten note on here from  
2 you it looks like. (*Inaudible*) complete  
3 and give to doctor with certification of  
4 health care provider. And then the final  
5 document I have, The Family Medical Leave  
6 Policy.

7 MELANIE MCCORMICK: That's  
8 just for your --

9 ROB CYRUS: Yes. F00013.  
10 Okay. That's just (*inaudible*) to do  
11 anything with that. All right. I'll  
12 contact my internal medicine guy and get  
13 that rolling for you.

14 MELANIE MCCORMICK: Okay.

15 ROB CYRUS: All right. Thanks  
16 for your help. Bye-bye.

17 MELANIE MCCORMICK: Bye.

18

19 Telephone conversation No. 6

20 ROB CYRUS: (*Inaudible*).

21 (Phone ringing.)

22 DELORES: Internal Medicine  
23 Associates. This is Delores.



1                   ROB CYRUS: Hi, Delores. This  
2 is Robert Cyrus. I'm a patient of  
3 Dr. Parker's.

4                   DELORES: Uh-huh.

5                   ROB CYRUS: I needed to get in  
6 and meet with him this week if possible.  
7 I'm having some reaction to a medication  
8 and my blood pressure is really elevated.

9                   DELORES: Okay. You want to  
10 come at 11 o'clock tomorrow?

11                  ROB CYRUS: That would be  
12 great. Do you have anything later? I  
13 have a 12:45 appointment. That's cutting  
14 it close.

15                  DELORES: Okay. You want a  
16 2:15?

17                  ROB CYRUS: That would be  
18 fantastic.

19                  DELORES: Okay. You said  
20 Robert Cyrus?

21                  ROB CYRUS: Yes, ma'am.  
22 C-Y-R-U-S. So that's at 2:15 on the 26th.

23                  DELORES: Uh-huh.



1                   ROB CYRUS: Okay. All right.  
2   Thank you so much. I appreciate it.  
3   Bye-bye.

4                   DELORES: Bye-bye.

5  
6   Telephone conversation No. 7

7                   ROB CYRUS: Rick Neal, general  
8   counsel.

9                   (Phone ringing.)

10                  ROB CYRUS: 2:42 on October  
11   25th.

12                  GINGER: Good afternoon, Rick  
13   Neal's office.

14                  ROB CYRUS: Hey, Ginger. It's  
15   Rob.

16                  GINGER: Hey.

17                  ROB CYRUS: Hey. How are you?

18                  GINGER: I'm good. How are  
19   you?

20                  ROB CYRUS: I'm doing okay.  
21   I've felt better, but.

22                  GINGER: I'm so sorry.

23                  ROB CYRUS: That's all right.





1 Hey, is Rick in?

2 GINGER: He's not. He had the  
3 pro am today.

4 ROB CYRUS: What's that, a  
5 golf tournament?

6 GINGER: Yeah.

7 ROB CYRUS: Oh, really?

8 GINGER: Yeah. The nationwide  
9 golf tournament.

10 ROB CYRUS: Where is that  
11 being played?

12 GINGER: Robert Trent Jones.

13 ROB CYRUS: Oh, okay. In  
14 Birmingham?

15 GINGER: No. Down here.

16 ROB CYRUS: In Prattville?

17 GINGER: Yeah.

18 ROB CYRUS: All righty. Can  
19 you give a message to him to have him call  
20 me. I spoke to him last night and he was  
21 going to call me back, but he never did.

22 GINGER: Oh, shoot. Okay.  
23 Yeah. No problem.



1 ROB CYRUS: Okay. Thank you  
2 so much.

3 GINGER: Hope you feel better.

4 ROB CYRUS: Thank you.

5 Bye-bye.

6 GINGER: You're welcome. Bye.

7  
8 Telephone conversation No. 8

9 ROB CYRUS: (*Inaudible*).

10 October 25th. (*Inaudible*).

11 (*Phone ringing.*)

12 (*Voice mail greeting.*)

13 ROB CYRUS: Hey, Rick. It's  
14 Rob. It's 3:45 on Tuesday, the 25th.  
15 Hey, didn't hear back from you last night.  
16 Please give me a call, and, you know, I  
17 need to discuss some serious issues at  
18 either my home [REDACTED] or my cell is  
19 [REDACTED]. I'll be in all day tomorrow. I  
20 have two doctors' appointments, one with  
21 internal medicine, the other with another  
22 doctor. But I need to speak with you and  
23 hear what's going on. Thanks.



1     Telephone conversation No. 9

2                     ROB CYRUS:  (*Inaudible*).

3     October 25th.

4                     (Phone ringing.)

5                     UNIDENTIFIED SPEAKER:

6     McPhillips, Shinbaum.

7                     ROB CYRUS:  Yes.  My name is  
8     Robert Cyrus.  I'm the director of  
9     purchasing at the Hyundai plant.  I was  
10    given your name by Janet Olson.  She was a  
11    general counsel at Mercedes.  I'd like to  
12    set up an appointment with Mr. McPhillips  
13    regarding a possible case.

14                    UNIDENTIFIED SPEAKER:  Okay.  
15    What type of (*inaudible*)?  Employment  
16    or --

17                    ROB CYRUS:  Employment.

18                    UNIDENTIFIED SPEAKER:  Okay.  
19    Let's see what we have.

20                    ROB CYRUS:  It's fairly  
21    urgent.

22                    UNIDENTIFIED SPEAKER:  Okay.  
23    Hold on.



1 ROB CYRUS: Okay. Thank you.

2 UNIDENTIFIED SPEAKER: Okay,  
3 sir. I can get you in one o'clock  
4 Thursday.

5 ROB CYRUS: Thursday. That's  
6 the 27th?

7 UNIDENTIFIED SPEAKER: It is.

8 ROB CYRUS: Okay. Where are  
9 you located?

10 UNIDENTIFIED SPEAKER: [REDACTED]

11 [REDACTED]

12 ROB CYRUS: 516 South Perry.  
13 That's downtown?

14 UNIDENTIFIED SPEAKER: It is.

15 ROB CYRUS: Okay. Where do  
16 you -- what's that near? I'm not familiar  
17 with Montgomery.

18 UNIDENTIFIED SPEAKER: Do you  
19 know where [REDACTED] is?

20 ROB CYRUS: I know where the  
21 Capital City Club is and the RSA building.

22 UNIDENTIFIED SPEAKER: Okay.  
23 I'm trying to think. Do you know where --



1 we're way back up from that.

2 ROB CYRUS: Okay. What exit  
3 would I get off of on -- is it 65 or 85 I  
4 guess?

5 UNIDENTIFIED SPEAKER: We're  
6 on 85.

7 ROB CYRUS: Okay.

8 UNIDENTIFIED SPEAKER: Where  
9 are you coming from?

10 ROB CYRUS: Near Wynlakes.

11 UNIDENTIFIED SPEAKER: Okay.  
12 If you're coming down 85 towards  
13 Birmingham.

14 ROB CYRUS: Yes.

15 UNIDENTIFIED SPEAKER: You're  
16 going to take the ~~the~~ it.

17 ROB CYRUS: ~~the~~  
18 Okay.

19 UNIDENTIFIED SPEAKER: Stay in  
20 the middle lane of the service road.

21 ROB CYRUS: Okay.

22 UNIDENTIFIED SPEAKER: All the  
23 way to the top of the hill.



1 ROB CYRUS: Okay.

2 UNIDENTIFIED SPEAKER: Turn  
3 right on to S [REDACTED]  
4 [REDACTED].

5 ROB CYRUS: Top of the hill  
6 turn right. Colonial Bank. Okay.

7 UNIDENTIFIED SPEAKER: And  
8 once you turn right at the Colonial Bank,  
9 we're next to the last building before the  
10 first red light.

11 ROB CYRUS: Okay. Fantastic.

12 UNIDENTIFIED SPEAKER: Hold  
13 on. I need to schedule your appointment.  
14 Hold on.

15 ROB CYRUS: Okay.

16 UNIDENTIFIED SPEAKER: Okay.  
17 And what's your name?

18 ROB CYRUS: Robert Cyrus.  
19 It's C-Y-R-U-S.

20 UNIDENTIFIED SPEAKER:  
21 C-Y-R-U-S.

22 ROB CYRUS: I'm the American  
23 employee at Hyundai.





1 UNIDENTIFIED SPEAKER: Okay.

2 What's your phone number?

3 ROB CYRUS: [REDACTED] is my  
4 cell. That's the best way to reach me.  
5 My home is [REDACTED].

6 UNIDENTIFIED SPEAKER: Okay.

7 We will see you then at one o'clock on  
8 Thursday.

9 ROB CYRUS: Okay. Fantastic.  
10 Thank you.

11

12 Telephone conversation No. 10

13 ROB CYRUS: Hello.

14 UNIDENTIFIED SPEAKER:  
15 *(Inaudible)*.

16 ROB CYRUS: Hey.

17 UNIDENTIFIED SPEAKER: What's  
18 going on?

19 ROB CYRUS: I've been on the  
20 phone all day, you know, again.

21 UNIDENTIFIED SPEAKER: Who you  
22 been talking to?

23 ROB CYRUS: I've been talking



1 to my cardiologist and my internal  
2 medicine guy and work and I got two  
3 attorneys names from Janet Olson, who was  
4 the general counsel at Mercedes.

5 UNIDENTIFIED SPEAKER: What  
6 are you going to do with that?

7 ROB CYRUS: I just got off the  
8 phone with the first one. I've got an  
9 appointment at one o'clock. I want to  
10 fill out the documentation correctly and  
11 take their advice.

12 UNIDENTIFIED SPEAKER: What  
13 about the cardiologist? What did he say?

14 ROB CYRUS: I talked to the  
15 nurse and she sent in some paperwork to  
16 Hyundai. But, you know, I haven't seen  
17 him for some time so I really, you know,  
18 need this -- the excuse of absence, I need  
19 to get that from Kirby Parker, my internal  
20 medicine guy.

21 UNIDENTIFIED SPEAKER: And did  
22 you get ahold of him?

23 ROB CYRUS: Let's see. I've



1 got an appointment with him tomorrow at  
2 2:15. So.

3 UNIDENTIFIED SPEAKER: This is  
4 in regard to your paperwork --

5 ROB CYRUS: The paperwork and  
6 then, you know, just continue to --

7 UNIDENTIFIED SPEAKER:  
8 Disability.

9 ROB CYRUS: Not disability.  
10 Just Family Medical Leave Act. Just  
11 feeling like crap and my blood pressure --  
12 I took it five times.

13 UNIDENTIFIED SPEAKER: What is  
14 it?

15 ROB CYRUS: 172 over 119. 157  
16 over 121. 163 over 122. 160 over 123.

17 UNIDENTIFIED SPEAKER: You got  
18 to get that down.

19 ROB CYRUS: I know. That's  
20 really high. And he's already increased  
21 my -- I'm sorry?

22 UNIDENTIFIED SPEAKER: You  
23 could have a stroke, you know that.



1                   ROB CYRUS: Well, I'm -- I'm  
2 taking additional Altace, which he  
3 indicated because he thought that would  
4 bring it down, so that's why I'm going in  
5 to him tomorrow. You know, I'm as  
6 frustrated as everybody else, plus I'm  
7 stuck in this house feeling like crap.

8                   UNIDENTIFIED SPEAKER: You  
9 still feeling just as bad as you did --

10                  ROB CYRUS: Yeah. I mean,  
11 terrible. Last night I woke up, and, I  
12 mean, I just felt horrible. Couldn't even  
13 sleep.

14                  UNIDENTIFIED SPEAKER: I'm  
15 sorry.

16                  ROB CYRUS: That's all right.  
17 I mean.

18                  UNIDENTIFIED SPEAKER: What  
19 can I do for you?

20                  ROB CYRUS: Nothing. Just sit  
21 tight and let me meet with these attorneys  
22 and see what they say to do. And, you  
23 know, I've called --



1 UNIDENTIFIED SPEAKER: What  
2 are your thoughts, or what do you think  
3 you want to do?

4 ROB CYRUS: Well, I want to  
5 gather facts and, you know, be intelligent  
6 on how to respond to this out of the blue  
7 we'd like you to resign, you know. So  
8 I've called the general counsel at  
9 Hyundai, and he won't return my calls.  
10 And they're all -- I'm sure they did a  
11 little powwow, got together and, you know,  
12 how to avoid talking to me. So that's  
13 okay.

14 UNIDENTIFIED SPEAKER: You  
15 haven't heard anything else from them?

16 ROB CYRUS: No.

17 UNIDENTIFIED SPEAKER: I know  
18 that's stressful, and you just got to calm  
19 down if you can.

20 ROB CYRUS: I am. You know,  
21 it just makes me furious what they've  
22 done. You know, this is ridiculous. You  
23 know, I've been a --



1 UNIDENTIFIED SPEAKER:

2 (*Inaudible*).

3 ROB CYRUS: -- stellar  
4 employee, you know, covered their butts a  
5 thousand times. Huh?

6 UNIDENTIFIED SPEAKER: I know  
7 that. You just need to calm down. It's  
8 not going to do you any good to have a  
9 stroke.

10 ROB CYRUS: I'm okay.

11 UNIDENTIFIED SPEAKER: Life  
12 will go on.

13 ROB CYRUS: I know it. I know  
14 it. It's just rotten, you know, what  
15 they're doing. It's just really  
16 underhanded, ruthless what they're doing,  
17 but I've seen them do it to 20 other  
18 people.

19 UNIDENTIFIED SPEAKER: Okay.  
20 You know you're not the only one.

21 ROB CYRUS: I know it.

22 UNIDENTIFIED SPEAKER: Doesn't  
23 make it any easier, but just have to





1 relax, take a deep breath and just do the  
2 best you can do and just take your time  
3 and keep your blood pressure down.

4 ROB CYRUS: I'm trying. I  
5 need to call this other attorney before  
6 they leave. So I don't know anything  
7 else. I'll call you guys later on here.

8 UNIDENTIFIED SPEAKER: Okay.

9 ROB CYRUS: Okay, dad. I  
10 mean, I'm working towards everything. So  
11 I mean, I haven't stopped.

12 UNIDENTIFIED SPEAKER:  
13 *(Inaudible)*.

14 ROB CYRUS: Nothing. I mean,  
15 your support is all I need.

16 UNIDENTIFIED SPEAKER: All  
17 right. You got it.

18 ROB CYRUS: Okay. Thank you.  
19 Bye.

20

21 Telephone conversation No. 11

22 ROB CYRUS: Calling Greg  
23 Kimball, human resource director. 3:55 on



1 the 25th of October. Getting tired of  
2 documenting everything.

3 (Phone ringing.)

4 ROB CYRUS: Desk phone.

5 (Phone ringing.)

6 ROB CYRUS: That's unusual.  
7 No voice mail. Let me try again here.

8

9 Telephone conversation No. 12

10 ROB CYRUS: 3:56.

11 (Phone ringing.)

12 (Voice mail greeting.)

13 ROB CYRUS: Hi, Greg. This is  
14 Rob. It's almost 4 p.m. on Tuesday. Hey,  
15 trying to touch base with you discussions  
16 last week or yesterday, I'm sorry. And  
17 call me. If you feel uncomfortable  
18 talking at work, call me from home.  
19 Thanks. Bye.

20

21 Telephone conversation No. 13

22 ROB CYRUS: Hello.

23 MOM: Hey, honey.



1 ROB CYRUS: Hey.

2 MOM: Can you talk one second?

3 ROB CYRUS: Sure.

4 MOM: Okay. Dad told me your  
5 blood pressure was extremely high.

6 ROB CYRUS: Right.

7 MOM: Would you tell me what  
8 they are. Tell me the truth.

9 ROB CYRUS: I will.

10 MOM: Okay.

11 ROB CYRUS: I took it six  
12 times so I would have a good sample.

13 MOM: All right.

14 ROB CYRUS: First time was 172  
15 over 119.

16 MOM: Okay.

17 ROB CYRUS: Then 157 over 121.

18 MOM: Okay.

19 ROB CYRUS: Then 163 over 123  
20 was the third one.

21 MOM: Okay.

22 ROB CYRUS: 160 over 123 was  
23 the fourth one.



1 MOM: Okay.

2 ROB CYRUS: 156 over 121 was  
3 the fifth one.

4 MOM: Okay.

5 ROB CYRUS: And the last one,  
6 167 over 123. So I called my internal  
7 medicine guy, you know, and I've got an  
8 appointment with him tomorrow. And told  
9 the I don't know if it's the nurse or the  
10 receptionist that my blood pressure was  
11 high and I'm, you know, still following  
12 his regimen to increase the Altace, which  
13 is supposed to take care of that. So.

14 MOM: Right. And what did she  
15 say?

16 ROB CYRUS: She said we'll see  
17 you tomorrow at --

18 MOM: Do you think you ought  
19 to go to the hospital, Robby?

20 ROB CYRUS: No, not at this  
21 point. You know, if I go there, it's  
22 going to be, you know, sitting there for  
23 three or four hours. I don't feel good at



1 all. I'll be okay till tomorrow.

2 MOM: I mean, I hope so.

3 ROB CYRUS: I will.

4 MOM: Okay. This is extremely  
5 high, Robby.

6 ROB CYRUS: I agree. I mean,  
7 I haven't eaten anything today. I haven't  
8 had any caffeine.

9 MOM: Why haven't you?

10 ROB CYRUS: You know, I don't  
11 have any appetite. And I'm a little  
12 disturbed over this out of the blue crap  
13 from Hyundai.

14 MOM: I know it, honey. You  
15 know what they're like, Robby. They've  
16 done this since day one. They're a bunch  
17 of horrible, horrible human beings, if you  
18 can call them human beings. But don't be  
19 surprised by it. You've done a wonderful  
20 job. You're the first employee. You've  
21 got everything going for you. You know.  
22 They're just bastards.

23 ROB CYRUS: Just the betrayal,



1     you know, is just --

2                   MOM:   I know.

3                   ROB CYRUS:   Cowardly --

4     cowardly crap.   You know, at least have  
5     the kahunas to sit down and talk to me  
6     about specifics.   Oh, you have an attitude  
7     problem and you missed too much work.

8     What does that mean?   Attitude problem.  
9     I'm no different than I was day one when  
10    you guys hired me and said we recruited  
11    you because of your fantastic reputation.

12                   MOM:   Right.   You need to --  
13    you know, you need a chance to say that.  
14    But if you can't do it, then you need to  
15    get the best damn package you can get.

16                   ROB CYRUS:   I agree.   That's  
17    why I'm meeting with attorneys tomorrow.

18                   MOM:   Just like this  
19    conversation right now.   I'm afraid this  
20    gets you more riled up and gets your blood  
21    pressure more up.

22                   ROB CYRUS:   I'm not trying to.

23                   MOM:   I know you're not,





1 Robby.

2 ROB CYRUS: It's a volatile  
3 subject when somebody out of the blue  
4 calls you and says I want to meet with you  
5 and talk about -- concerned about your  
6 health and in the last ten minutes of the  
7 meal said, oh, you know, executive  
8 management is upset with you, we would  
9 like your resignation.

10 MOM: (*Inaudible*). I know.

11 ROB CYRUS: I was in shock.

12 MOM: I know you were in  
13 shock, honey.

14 ROB CYRUS: Plus he pumped us  
15 for information, pumped me and Michael  
16 Hansford, you know, what's going on with

17 [REDACTED]

18 [REDACTED]

19 MOM: Was Michael with you?

20 ROB CYRUS: He -- you know,  
21 when I went to the place, I'm walking in  
22 with my notebook and my medication list  
23 and everything, and he -- he was out



1 front. He was at the club or the  
2 restaurant called Next Door. And he's  
3 like, hey, you never call me, you never  
4 see me. And I said, you know, I haven't  
5 felt good. And he goes, what are you  
6 doing here? And I said, I'm meeting with  
7 Keith Duckworth. And he's like, what's  
8 that all about? And I said, he just wants  
9 to, you know, see how I'm doing and what's  
10 going on with me medically. And then he  
11 came in later on and introduced himself  
12 and sat down, you know, for a while.  
13 That's fine. You know, he was treated  
14 really, really, really crappily.

15 MOM: Did you tell him that?

16 ROB CYRUS: Yeah.

17 MOM: Okay.

18 ROB CYRUS: So, I mean, Keith,  
19 you know, not only dismissed me at the  
20 last minute, but he -- first he pumped us  
21 for information.

22 MOM: Yeah, he did.

23 ROB CYRUS: Yeah.



1 MOM: What's he going to do  
2 with that information?

3 ROB CYRUS: I guess -- I don't  
4 know. I don't know.

5 MOM: What do you suppose?

6 ROB CYRUS: I -- you know, I  
7 have no idea.

8 MOM: Okay. Okay. Look, try  
9 to think -- try to think of the fact that  
10 you got rid of the house. That's a  
11 wonderful thing. Okay?

12 ROB CYRUS: Yeah.

13 MOM: You got, you know, a  
14 wonderful record, and you won't have any  
15 trouble getting a job. You really won't,  
16 Robby. If you're going to have this  
17 happen, it couldn't have happened at a  
18 better time. You're going to, you know --  
19 you don't have to end up buying a house in  
20 Montgomery and Cindy buying a house in  
21 Montgomery.

22 ROB CYRUS: I know.

23 MOM: (*Inaudible*) all of that.



1     Okay?

2                   ROB CYRUS:  It's just, you  
3     know, awkward and embarrassing --

4                   MOM:  I know.

5                   ROB CYRUS:  I've never had a  
6     gap in my resume.  And I've never even  
7     looked for a job.  Everybody has recruited  
8     me.

9                   MOM:  You know what?  That's  
10    what you just have to tell the people.  
11    You just have to tell them what they're  
12    like, and people will understand, Robby.  
13    Honest, honey.  When they look at what you  
14    have accomplished, not at one little bump  
15    in the road when you got sick and they  
16    screwed you, then they'll understand.

17                  ROB CYRUS:  Yeah.  I think so.

18                  MOM:  With your resume, you  
19    can get any kind -- (*inaudible*) was  
20    naming, you know, all these big companies  
21    in Lexington that she used to deal with  
22    where the purchasing guys make all kinds  
23    of money, like Super America and, you



1 know, like she said hospitals, everybody  
2 has to have somebody in purchasing.

3 ROB CYRUS: Yeah, I know it.  
4 I know it. I just wanted -- you know, if  
5 I wanted to leave, I wanted it to be on my  
6 terms.

7 MOM: I know you did.

8 ROB CYRUS: Because, you know,  
9 I've done a great service, and this is  
10 what they do to me.

11 MOM: Absolutely. Absolutely.

12 ROB CYRUS: And I've gotten  
13 their children in school. I've gotten  
14 them help in car wrecks. I've gotten them  
15 help when they, you know, wrecked a car  
16 and parked it there with the police. You  
17 know, I've done so much for them.

18 MOM: I know it.

19 ROB CYRUS: And then, you  
20 know, cowards don't even talk to me.

21 MOM: Well, it's just that one  
22 probably nasty son of a bitch who wants to  
23 get rid of you, the one you had the words



1 with. Isn't it?

2 ROB CYRUS: Yeah. The one  
3 that lied to me and admitted he lied to  
4 me. And I said yesterday you told me X,  
5 Y, Z. He goes, I changed my mind.

6 MOM: Yeah.

7 ROB CYRUS: I said, what?

8 MOM: Everybody knows what  
9 they're like, Robby.

10 ROB CYRUS: There is just no,  
11 no -- they're just ruthless. No, there's  
12 no rules.

13 MOM: No. And you've known  
14 that all along and you've wanted out --

15 ROB CYRUS: And I've  
16 discovered it, yeah.

17 MOM: And you know what? If  
18 you can get out with a package. If you  
19 just quit, you wouldn't get anything. But  
20 if you can get out -- you're the first  
21 director, the first employee. That's got  
22 to stand for something to get you some --  
23 you know, something good to go on.





1 ROB CYRUS: I know it. I know  
2 it. I've got to call this attorney friend  
3 before they close. I'm all right. I'm  
4 all right. I'm okay.

5 MOM: I'm probably going to  
6 call Steve.

7 ROB CYRUS: All right.

8 MOM: Need to get back with  
9 you.

10 ROB CYRUS: All right. Don't  
11 freak out. All right.

12 MOM: All right.

13 ROB CYRUS: All right. Bye.

14

15 Telephone conversation No. 14

16 ROB CYRUS: (*Inaudible*).

17 (*Phone ringing.*)

18 UNIDENTIFIED SPEAKER: Good  
19 afternoon. Thomas, Means, Gillis, and  
20 Seay.

21 ROB CYRUS: Hello. My name is  
22 Robert Cyrus. I'm an employee of --  
23 director of purchasing with the Hyundai



1 plant here in Montgomery.

2 UNIDENTIFIED SPEAKER: Uh-huh.

3 ROB CYRUS: And I wanted -- I  
4 got your name from Janet Olson, who was  
5 the general counsel at Mercedes, and I'm  
6 having an employment issue and I needed  
7 somebody to represent me. I wanted to see  
8 if I could come in and have an initial  
9 discussion with somebody.

10 UNIDENTIFIED SPEAKER: Okay.  
11 Hold on just a minute.

12 ROB CYRUS: Thank you so much.

13 UNIDENTIFIED SPEAKER: Your  
14 name again?

15 ROB CYRUS: Robert Cyrus,  
16 C-Y-R-U-S.

17 UNIDENTIFIED SPEAKER: Okay.  
18 Hold on just a minute.

19 ROB CYRUS: Okay. Thank you.

20 UNIDENTIFIED SPEAKER: Okay.  
21 Mr. Cyrus.

22 ROB CYRUS: Yes, ma'am.

23 UNIDENTIFIED SPEAKER: I'm



1 going to put you through to Ms. White.

2 Okay?

3 ROB CYRUS: Sure.

4 MS. WHITE: Tonya White  
5 speaking. May I help you.

6 ROB CYRUS: Yes. This is  
7 Robert Cyrus.

8 MS. WHITE: Yes.

9 ROB CYRUS: This is my initial  
10 call to you. I'm the director of  
11 purchasing at the Hyundai plant in  
12 Montgomery.

13 MS. WHITE: Okay.

14 ROB CYRUS: Actually, I'm the  
15 first American hired.

16 MS. WHITE: Okay.

17 ROB CYRUS: And I want to talk  
18 to somebody about a wrongful termination  
19 suit.

20 MS. WHITE: Okay. And let me  
21 first tell you I am a paralegal and what I  
22 do is get the information from the caller.

23 ROB CYRUS: Okay.



1 MS. WHITE: And I give it to  
2 the attorney to review.

3 ROB CYRUS: Okay.

4 MS. WHITE: And then the  
5 attorney will review that information and  
6 determine what we can do to help.

7 ROB CYRUS: I got your name  
8 from Janet Olson who -- she's the -- she  
9 was the head counsel for Mercedes Benz for  
10 eight years.

11 MS. WHITE: Okay.

12 ROB CYRUS: So she knows you  
13 and she knows me and she's recommended you  
14 guys, so I'm not somebody out of the blue  
15 here.

16 MS. WHITE: Okay. You said  
17 Janet Olson?

18 ROB CYRUS: Yes.

19 MS. WHITE: Oh, okay. All  
20 right. And you were the director of  
21 purchasing.

22 ROB CYRUS: I still am.

23 MS. WHITE: Okay.



1                   ROB CYRUS: I had heart stints  
2 put in in April of this year.

3                   MS. WHITE: Okay.

4                   ROB CYRUS: And I had a  
5 difficult time with that. They did the  
6 balloon angioplasty, and then I was out  
7 for a while. Went back to work.

8                   MS. WHITE: Okay.

9                   ROB CYRUS: And then they  
10 changed my heart medication numerous  
11 times, and I'm having some side effects.  
12 I've been to internal medicine doctors.  
13 I've been through a general practitioner,  
14 an ENT, my cardiologist. And now they've  
15 come to the conclusion they think it's a  
16 reaction to Lipitor.

17                   MS. WHITE: Okay.

18                   ROB CYRUS: And I went off  
19 that medication on 10/24.

20                   MS. WHITE: Okay.

21                   ROB CYRUS: And this past  
22 Saturday the executive vice president or  
23 he's the No. 2 in command out at Hyundai



1 calls me to dinner and he says he wants to  
2 check on my health and how I'm doing, and  
3 in the last ten minutes of the  
4 conversation he said, well, Rob, the  
5 executive management at Hyundai is  
6 uncomfortable with your attitude and we  
7 would like to ask you to resign. And I  
8 was flabbergasted. I've had, you know,  
9 tremendous accolades and done well. And  
10 they recruited me from Mercedes Benz. So  
11 I mean, this was a shock. And I think  
12 it's due to the fact that I've been out.  
13 You know, I've got a history of never  
14 missing work. And they recruited me.  
15 They said, you know, we picked you based  
16 on your excellent reputation.

17 MS. WHITE: Okay.

18 ROB CYRUS: The son-in-law of  
19 the chairman is who hired me, along with  
20 Mr. Duckworth. So this is just out of the  
21 blue. And he left it at when I feel  
22 better and can come back into work that  
23 they want to sit down and work on a





1 severance package or, you know, fire me.  
2 I don't know what the alternative is.  
3 I've never -- never been fired.

4 MS. WHITE: Okay.

5 ROB CYRUS: I've never had a  
6 gap in my employment. I've started up  
7 Toyota. I've started up Mercedes. I've  
8 started up this Hyundai plant.

9 MS. WHITE: Okay.

10 ROB CYRUS: And now, you know,  
11 I've bent over backwards and done above  
12 and beyond for these gentlemen and now  
13 they're --

14 MS. WHITE: How much time have  
15 you missed from work?

16 ROB CYRUS: On 9/19 I started  
17 feeling really bad flu like and body ache  
18 symptoms and just fatigue. And then I've  
19 been back and forth intermittently. And I  
20 went back last Thursday and, you know,  
21 just still felt horrible, but I just put  
22 in my mind, you know, I'm going to trudge  
23 through the day and see if I can get back



1 in a routine. And by the end of the day I  
2 felt so horrible.

3 And I went to my internal  
4 medicine guy the next day, and I'm in  
5 conversations with my cardiologist,  
6 Dr. Paul Moore. And he's taking me off of  
7 the Lipitor, and he said it's going to  
8 take 14 days to get out of my system.

9 MS. WHITE: Okay.

10 ROB CYRUS: So.

11 MS. WHITE: And Hyundai has  
12 been aware of this, and your doctors have  
13 been able to provide written  
14 documentation --

15 ROB CYRUS: They've given me  
16 work (*inaudible*) and such. And now, you  
17 know, the Family Medical Leave Act. I got  
18 a letter from Hyundai on October 18th,  
19 please fill these documents out. And when  
20 I had my first heart stint procedure and  
21 was out, they did all the paperwork for me  
22 and there was no issue. And so it's, you  
23 know, unusual. They set a precedence and



1 then now they're (tape ends).

2

3

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## C E R T I F I C A T E

STATE OF ALABAMA)

JEFFERSON COUNTY)

I hereby certify that the above and foregoing recordings were taken down by me in stenotypy, and the questions and answers thereto were reduced to typewriting under my supervision, and that the foregoing represents a true and correct transcript of the recordings given by said parties upon said hearing.

I further certify that I am neither of counsel nor of kin to the parties to the action, nor am I in anywise interested in the result of said cause.

A handwritten signature in cursive script that reads 'Stacy L. Lound'.

COMMISSIONER - NOTARY PUBLIC  
ACCR NO. 445



1  
2  
3  
4 TAPE RECORDED TELEPHONE CONVERSATIONS

5 RE: Cyrus v. Hyundai, 6363.31

6 Tape 3  
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21 TRANSCRIBED BY: Stacy L. Lovin,  
22 Court Reporter and  
23 Notary Public

ORIGINAL



1     Telephone conversation No. 1

2                     ROB CYRUS:   Calling Greg  
3     Kimball.   October 28th.   10:47.

4                     (PHONE ringing.)

5                     (Operator recording.)

6  
7     Telephone conversation No. 2

8                     ROB CYRUS:   10:47 a.m.,  
9     Friday.   Feeling like absolute crap.  
10    Didn't sleep last night.

11                    (PHONE ringing.)

12                    (Voice mail greeting.)

13  
14    Telephone conversation No. 3

15                    (PHONE ringing.)

16                    ROB CYRUS:   Calling Greg's  
17    secretary, Denise (*inaudible*).   10:48.  
18    October 28th.

19                    (PHONE ringing.)

20                    (Operator recording.)

21  
22    Telephone conversation No. 4

23                    (PHONE ringing.)





1 (Voice mail greeting.)  
2 ROB CYRUS: Hey, Denise. It's  
3 Rob Cyrus. It's ten till eleven on  
4 Friday. Hey, I spoke with Greg a couple  
5 days ago and told him, you know, I will be  
6 out until further notice. I'm still under  
7 doctor's care with a change of medication  
8 from my cardiologist and my internal  
9 medicine guy. I'm just calling to CYA  
10 that, you know, I'm out today and I'll be  
11 out Monday and until things subside with  
12 this medication or they can find a  
13 problem. So please indicate to Greg, you  
14 know, that I called and the situation.  
15 I'm at home. I know I'm boring you to  
16 death. But please take care of me on  
17 that. To let him know that I called. And  
18 this is in addition to calling him either  
19 Wednesday and Thursday and said, you know,  
20 I'll be out until further notice until  
21 this medication gets stabilized. But  
22 thanks so much for your help. If you need  
23 to reach me, [REDACTED]. Have a good



1 weekend. Thanks.

2

3 Telephone conversation No. 5

4 GREG KIMBALL: Feeling better?

5 ROB CYRUS: Not good at all.

6 How are you?

7 GREG KIMBALL: I'm doing

8 pretty good. Hold on a second.

9 ROB CYRUS: Okay. You there?

10 GREG KIMBALL: Yeah, I'm here.

11 Trying to get up with you. Yesterday Mary  
12 hadn't felt well at all.

13 ROB CYRUS: I'm sorry. You're  
14 kidding. What happened?

15 GREG KIMBALL: Oh, man. We  
16 don't know how that happened, but she  
17 broke her collar bone. So we  
18 *(inaudible)* --

19 ROB CYRUS: I'm sorry.

20 GREG KIMBALL: With her all  
21 day.

22 ROB CYRUS: I'm sorry.

23 GREG KIMBALL: But I was



1     trying to get up with you to see when you  
2     want me to drop by with your envelope.

3                 ROB CYRUS: My parents are  
4     here. They drove down so.

5                 GREG KIMBALL: Oh, okay.

6                 ROB CYRUS: I'm going to go to  
7     the doctor tomorrow. And if they can't  
8     find out what's going on, I'm going to go  
9     into the hospital. So.

10                GREG KIMBALL: Is 30, 45  
11    minutes from now okay?

12                ROB CYRUS: Yeah. Yeah.

13                GREG KIMBALL: I don't know  
14    how to get to your place.

15                ROB CYRUS: You know where  
16    exit 11 is?

17                GREG KIMBALL: That's past  
18    Taylor Road?

19                ROB CYRUS: Yeah, that's that  
20    Mitylene exit.

21                GREG KIMBALL: Yeah.

22                ROB CYRUS: When you go -- you  
23    know where Dean Fain park is, that



1 baseball park?

2 GREG KIMBALL: No. I know to  
3 turn that exit, but after that, I'm not  
4 familiar with anything except for that  
5 hotel back there.

6 ROB CYRUS: Just call me from  
7 your car, Greg, and I'll lead you in.

8 GREG KIMBALL: Okay. Okay.

9 ROB CYRUS: Okay, man.

10 GREG KIMBALL: I'll stop at  
11 that gas station and call you.

12 ROB CYRUS: Or just call me  
13 with your cell phone, whatever you want to  
14 do.

15 GREG KIMBALL: Okay.

16 ROB CYRUS: Okay, Greg.

17 Thanks. Bye.

18

19 Telephone conversation No. 6

20 ROB CYRUS: Yeah.

21 GREG KIMBALL: First left  
22 turn?

23 ROB CYRUS: Yeah.



1 GREG KIMBALL: Okay. That  
2 must be past the Home Depot.

3 ROB CYRUS: No. You're going  
4 to go, you know, in front of Bruno's like  
5 you're going to Target.

6 GREG KIMBALL: Oh, okay.  
7 Okay. Okay. That's easier now. Man,  
8 y'all got everything out here.

9 ROB CYRUS: It's expanding,  
10 isn't it?

11 GREG KIMBALL: Yeah. I didn't  
12 realize they had so much stuff out here.  
13 Nice. Okay.

14 ROB CYRUS: Do you see  
15 (*inaudible*) Road?

16 GREG KIMBALL: Yeah.

17 ROB CYRUS: Okay.

18 GREG KIMBALL: I overshot. I  
19 see it. Getting ready to turn right now.

20 ROB CYRUS: Okay.

21 GREG KIMBALL: I got my dad  
22 with me.

23 ROB CYRUS: Okay. How is Mary



1 doing?

2 GREG KIMBALL: She's doing a  
3 little better. She woke up, said she's  
4 going to go try to soak her shoulder a  
5 little bit.

6 ROB CYRUS: Oh, man.

7 GREG KIMBALL: (*Inaudible*).

8 ROB CYRUS: That's terrible.

9 GREG KIMBALL: I'm serious,  
10 man. You never know. Just never know.  
11 Okay. I've got Minnie --

12 ROB CYRUS: Go up [REDACTED]  
13 [REDACTED]. And then on the first neighborhood  
14 on the right, it's called [REDACTED].

15 GREG KIMBALL: [REDACTED].  
16 Okay.

17 ROB CYRUS: Okay. Turn in  
18 there. It's before you get to [REDACTED].

19 GREG KIMBALL: Okay. Yeah, I  
20 didn't know all this was out here.

21 ROB CYRUS: You see [REDACTED]?

22 GREG KIMBALL: It doesn't  
23 have -- yeah. Yeah, I see it.





1                   ROB CYRUS: Okay. Turn in  
2                   there and then take the [REDACTED], and  
3                   I'm the [REDACTED] house on the [REDACTED].

4                   GREG KIMBALL: [REDACTED]  
5                   [REDACTED] on the --

6                   ROB CYRUS: Yeah, I'll be  
7                   standing in the front yard. Okay.

8                   GREG KIMBALL: Okay.

9                   ROB CYRUS: Thanks, Greg.  
10                  Bye.

11

12                  Telephone conversation No. 7

13                  ROB CYRUS: (Inaudible).

14                  November 2nd. 2:30 p.m. (Inaudible).

15                  (Phone ringing.)

16                  (BellSouth operator.)

17                  ROB CYRUS: No.

18                  (BellSouth operator.)

19                  ROB CYRUS: What time is it?

20                  3:33. Just update on my condition.

21                  Severe headache today, extreme fatigue,

22                  just, you know, same symptoms, no relief

23                  from Lipitor discontinuation so far. Face



1 is very flushed. Hands and feet are cold.

2 WALTER ARTHUR: Thank you for  
3 bearing with us. This is Walter Arthur.  
4 How may I help you?

5 ROB CYRUS: Yes. My name is  
6 Robert Cyrus, C-Y-R-U-S. Do you need my  
7 phone number?

8 WALTER ARTHUR: Please.

9 ROB CYRUS: [REDACTED].

10 WALTER ARTHUR: And how can we  
11 help you, Mr. Cyrus?

12 ROB CYRUS: You do area for  
13 service, you know where people would come  
14 out and such?

15 WALTER ARTHUR: I'm -- you  
16 have the repair department.

17 ROB CYRUS: I was walking  
18 around my yard the other day and noticed  
19 that my telephone -- you know, the box on  
20 the outside of the house had been opened  
21 and was left open, and I didn't do it and  
22 I didn't know if you had been out here or  
23 -- can you see if there has been --



1                   WALTER ARTHUR: I can't tell  
2     that any techs were out there. But I can  
3     get someone to go out there and take a  
4     look at that and get that straightened out  
5     for you.

6                   ROB CYRUS: I mean, I just  
7     shut it. But it's kind of strange that --  
8     actually my parents noticed it and didn't  
9     know, you know, why somebody would be  
10    tampering with my land phone line.

11                  WALTER ARTHUR: Right.

12                  ROB CYRUS: I mean, can you  
13    look on your records and see if there has  
14    been a service call or --

15                  WALTER ARTHUR: No, there is  
16    no service calls on this number.

17                  ROB CYRUS: Okay. So you  
18    haven't had anything in the last 14 days  
19    or anything?

20                  WALTER ARTHUR: No, sir.

21                  ROB CYRUS: Okay.

22                  WALTER ARTHUR: All right.

23                  ROB CYRUS: All righty, sir.



1 The phone seems to be working okay. I  
2 appreciate your help.

3 WALTER ARTHUR: No problem.

4 ROB CYRUS: Thank you.

5 WALTER ARTHUR: Thank you.

6 ROB CYRUS: Bye-bye.

7  
8 Telephone conversation No. 8

9 ROB CYRUS: Greg Kimball.

10 November 2nd. (*Inaudible*).

11 (Phone ringing.)

12 (Voice mail greeting.)

13 ROB CYRUS: Hey, Greg. It's  
14 Rob. It's 3:45 on Wednesday. Just  
15 checking in with you. Give me a call when  
16 you get a moment. I have a quick question  
17 for you. My home number is [REDACTED] and  
18 cell is [REDACTED]. Thank you. Bye.

19  
20 Telephone conversation No. 9

21 ROB CYRUS: Calling Greg  
22 Kimball. (*Inaudible*).

23 (Phone ringing.)



1 GREG KIMBALL: Hey, Rob.

2 ROB CYRUS: Hey, what are you  
3 doing, man?

4 GREG KIMBALL: Oh, this is the  
5 other Rob. Both names only shows up Rob  
6 C., so I'm not sure whether it's Rob  
7 (*inaudible*) or you.

8 ROB CYRUS: How you doing?

9 GREG KIMBALL: Doing pretty  
10 good. How about with you?

11 ROB CYRUS: Still feeling  
12 pretty run down.

13 GREG KIMBALL: Did they ever  
14 find out for sure.

15 ROB CYRUS: They said it's  
16 going to take 14 to 30 days to get that  
17 Lipitor out of my system.

18 GREG KIMBALL: Okay. Okay.

19 ROB CYRUS: And I did get the  
20 Family Medical Leave Act documents signed  
21 by my doctor. I'm going to mail that off  
22 to you tomorrow. I think it's due by the  
23 tenth, so we should be in good shape



1     there.

2                     Hey, remember when I discussed  
3     with you about HI Kim and that Murakami  
4     meeting and how he got so flustered?

5                     GREG KIMBALL: Yeah, you told  
6     me about that.

7                     ROB CYRUS: Yeah, you know, he  
8     left the room twice and screamed and, you  
9     know, slammed papers on the desk and told  
10    the supplier to behave themselves and  
11    later told them to shut up and sit down  
12    and all that kind of crazy stuff. And I  
13    went to Keith that day after that happened  
14    because Mr. Choi called me. You know,  
15    he's that director with me in the  
16    purchasing department, same level. And I  
17    was at a different quality meeting that  
18    same day. And he calls me and says, oh,  
19    Rob, you need to come back to your desk  
20    immediately. I said, what's going on? He  
21    said, you know, you and I may be going  
22    home early today. And I said, what? Like  
23    losing your job? And he said, yeah. So,





1 you know, I came back, and they said, oh,  
2 he's very upset. He's already talked to  
3 the president here in Alabama. He's  
4 called Korea to the president -- Mr. Soh,  
5 president of quality. And like, wow, this  
6 is getting out of line.

7 So I went to talk to Duckworth,  
8 you know, when I heard that first thing.  
9 I said, you know, Keith, I said, you know,  
10 this is what happened. Mr. Choi, you  
11 know, agreed with me emphatically in front  
12 of Jason Lee that, you know, we did  
13 nothing wrong. It was HI Kim that got hot  
14 headed and, you know, acted kind of  
15 foolish. And Keith said to me, you know,  
16 oh, don't worry about it. That's just the  
17 way they are. That's just the way they  
18 are as far as, you know, being aggressive  
19 in meetings. And I said, you know, there  
20 were other suppliers in the room, 35  
21 people, and it was very embarrassing. And  
22 he said, ah, don't worry about it, you  
23 know, you're in very good standings and



1 don't worry about it. And I said, well, I  
2 don't want to be, you know, black listed  
3 because I'm trying to take, you know, a  
4 fair position on an issue for charge back  
5 in excess of a hundred thousand dollars.  
6 So, you know, he said again, don't worry  
7 about it.

8 And then I kept hearing more  
9 and more about, you know, oh, I have to  
10 write meeting minutes and what happened  
11 and, you know, people were calling me.  
12 Harry Chase called me and said, man, I've  
13 been asked to write meeting minutes for  
14 this meeting that we were in. And I said,  
15 you got to be kidding, you know, why is  
16 this getting so elevated for such a silly  
17 thing.

18 And so I went to Keith again.  
19 I talked to his secretary. You know, she  
20 found him and then we went in the room  
21 again. And I said Keith, you know, this  
22 seems like it's getting blown up. And  
23 again he said, don't you worry about it.



1 You have a nice weekend. I said, you  
2 know, I'm just worried about retaliation,  
3 if this guy is a hot head, which his  
4 reputation seems to be from Korean  
5 colleagues I've spoken to, you know. Then  
6 he reassured me again, you know, oh,  
7 you're in good standing, don't worry about  
8 it, that's just the way they are. And so,  
9 I mean, have you heard any more about that  
10 or has Keith ever discussed that with you?

11 GREG KIMBALL: Uh-uh.

12 ROB CYRUS: Do you remember me  
13 talking to you about it?

14 GREG KIMBALL: I remember you  
15 telling me about it, but I haven't heard  
16 anymore --

17 ROB CYRUS: You know, so it's  
18 whacky. So anything else going on on that  
19 front?

20 GREG KIMBALL: Not one other  
21 thing has been mentioned, not one thing.  
22 You know, I told you after I got  
23 (*inaudible*) and then I did mention that I



1 gave you the letter because, you know, he  
2 never called back or anything.

3 ROB CYRUS: Yeah.

4 GREG KIMBALL: And after that,  
5 I have heard no more.

6 ROB CYRUS: He told you there  
7 is just some things you don't need to know  
8 about, right?

9 GREG KIMBALL: No. He just  
10 said that I'm not privy to give you that  
11 information, to share that information  
12 with you.

13 ROB CYRUS: But when I asked  
14 you originally, you said you didn't know  
15 anything about it.

16 GREG KIMBALL: Remember I  
17 asked him after you told me that.

18 ROB CYRUS: Right. Right.  
19 Right. And he said, you know, Greg, there  
20 is some things you don't need to know  
21 about.

22 GREG KIMBALL: Right. Right.

23 ROB CYRUS: So, but, I mean,



1 you know, I don't want to be in fear of my  
2 job and my family and, you know, going  
3 through a divorce, and if I lose my job,  
4 then she'll be able to move to wherever  
5 she wants to, you know, I can't support  
6 the kids.

7 GREG KIMBALL: I think when  
8 you get well you need to seriously come  
9 out and talk and explain everything to  
10 them. I really think that's what needs to  
11 happen. I just really feel like if that  
12 happens, that's going to help you.

13 ROB CYRUS: Well, I mean, he  
14 told me when I get well to come back in  
15 and come immediately to his office and  
16 that I would be asked to resign and for me  
17 to come up with what I felt was a fair  
18 severance package, which I've never been  
19 fired in my life, so I don't know how that  
20 works, or they would just fire me. And  
21 that's when --

22 GREG KIMBALL: I'll be there  
23 in just a second.



1                   ROB CYRUS: That's when I  
2     said, you know, well, who is upset? And  
3     he said executive management. And I said,  
4     who would that be? And he said, President  
5     Ahn. And I said, you know, the gentleman  
6     seems nice. I've said three or four words  
7     to him. He doesn't speak English very  
8     well, and I've never, you know, heard any  
9     negative things from him. And I said, who  
10    else? And he said, HI Kim. You know, and  
11    HI Kim I've had the run-ins on the  
12    Murakami issue where he got upset that we  
13    covered an item on the agenda and he  
14    didn't want to listen to it, and that's  
15    what he got all upset about.

16                  GREG KIMBALL: Uh-huh.

17                  ROB CYRUS: So, you know, it's  
18    just hard living this way where I don't  
19    know, you know, if I'm going to be working  
20    here.

21                  GREG KIMBALL: Yeah. That's  
22    why when you get better I think you just  
23    need to come over and talk to them and





1 explain everything. I really do. I think  
2 that would help.

3 ROB CYRUS: I mean, what's it  
4 mean to you when he says, you know, you'll  
5 either be fired or you come up -- he asked  
6 me to come up with a severance package  
7 that I felt was reasonable. So what --  
8 what does that -- that sounds like I'm  
9 being fired to me.

10 GREG KIMBALL: I think  
11 conversations help. I really do. I  
12 really think that's what you ought to do.  
13 That's just me.

14 ROB CYRUS: Yeah, I know it.  
15 And the other executive management that  
16 was upset was Rick Neal he said. And I  
17 said, Rick Neal? I said, Rick and I have  
18 a wonderful rapport and, you know, and I  
19 help him and he helps me. I said, well,  
20 let's call --

21 GREG KIMBALL: I did take the  
22 liberty to ask him about that. He said  
23 I -- he says if he tells you not to talk



1 about it, that's fine. He said, but I  
2 didn't know that there was any kind of a  
3 problem between us, so. I said okay.

4 ROB CYRUS: Between Rick Neal  
5 and me?

6 GREG KIMBALL: Yeah.

7 ROB CYRUS: Me either. I  
8 mean, Rick and I have been buddies, and  
9 I've helped him because he doesn't have  
10 any automotive experience and --

11 GREG KIMBALL: Exactly.

12 ROB CYRUS: And he's helped me  
13 on legal opinions.

14 GREG KIMBALL: Yeah.

15 ROB CYRUS: So I said let's  
16 call Rick right now. I'd like to  
17 understand what he's upset about. He  
18 goes, no, no, we can't do that. Anyway, I  
19 mean, he was very cold and just, you know.  
20 After he grilled me and Hansford for forty  
21 minutes on is [REDACTED]  
22 [REDACTED] and, you know, do you know of  
23 [REDACTED]. So for forty



1 minutes he talked about trying to get  
2 information out of us. And then I told  
3 Mike, I said, you know, can you excuse us.  
4 Because Mike just happened to be there and  
5 wanted to introduce himself. I said, I  
6 need to speak to Keith in private.

7 GREG KIMBALL: Rob, I hate to  
8 do this. I'm going to have to call you  
9 back.

10 ROB CYRUS: Okay.

11 GREG KIMBALL: I'm supposed to  
12 be at a work force (*inaudible*) meeting.

13 ROB CYRUS: No problem, sir.

14 GREG KIMBALL: Okay. I'll  
15 call you back.

16 ROB CYRUS: Okay. Bye.

17

18 Telephone conversation No. 10

19 (Phone ringing.)

20 ROB CYRUS: November 3rd.

21 1:07 p.m. Calling Melanie McCormick,

22 Hyundai benefits, regarding correspondence

23 I received via mail dated October 28,



1 2005.

2 (Voice mail greeting.)

3 ROB CYRUS: Hey, Melanie.

4 This is Rob Cyrus. It is November 3rd.

5 1:07 p.m. Hey, I got your correspondence

6 dated October 28th. The FMLA data that I

7 was going to send you was from my internal

8 medicine doctor. He is the quarterback

9 managing my health care, including an ENT,

10 a -- the cardiologist obviously, and my

11 general practitioner. So the FMLA

12 documentation from the cardiologist is not

13 the correct one. I have the one. It's

14 actually dated and filled out by my

15 physician, Dr. Kirby Parker, internal

16 medicine doctor. I got his name from Todd

17 Strange. You know who he is. And so I'm

18 going to fax this to you right now.

19 Again, now is 1:08 p.m. on the third. So

20 to me this is in dispute. There is an

21 error on Hyundai's part or there is a

22 miscommunication. So, you know, this

23 letter is not valid, and it's based on



1 incorrect data. So again, I'm going to  
2 send this information to you. I'm also  
3 going to call Greg Kimball and a number of  
4 other people and let them know what the  
5 situation is on this. I appreciate your  
6 help. Please call me back if you have any  
7 questions. Thank you.

8

9 Telephone conversation No. 11

10 ROB CYRUS: (*Inaudible*) Greg  
11 Kimball, human resources director for  
12 Hyundai Manufacturing Alabama.  
13 (*Inaudible*). It is November 3rd. 1:10  
14 p.m.

15 (Phone ringing.)

16 GREG KIMBALL: Hey, Rob.

17 ROB CYRUS: Hey. How are you,  
18 man?

19 GREG KIMBALL: Not so good.

20 [REDACTED] went to the doctor, and they did some  
21 [REDACTED]. They're finding -- [REDACTED]  
22 [REDACTED], so she's real upset.

23 So --



1 ROB CYRUS: Like can -- like  
2 [REDACTED] or?

3 GREG KIMBALL: Well, they  
4 don't know.

5 ROB CYRUS: Ah, Greg, I'm  
6 really sorry. What can I do to help you?

7 GREG KIMBALL: I wish there  
8 was. Just say some prayers for us.

9 ROB CYRUS: I will. I will.  
10 Hey, just one second. I don't want to  
11 keep you. I know you got more significant  
12 issues. I got a letter from Melanie  
13 McCormick. She got some FMLA  
14 documentation from my cardiologist. And  
15 that's not the correct doctor. It's my  
16 internal medicine doctor.

17 GREG KIMBALL: Oh, so they  
18 sent the wrong doctor --

19 ROB CYRUS: She got it from  
20 the wrong doctor. You know, I got  
21 Dr. Kirby Parker that Todd Strange  
22 recommended. And he's the quarterback  
23 managing my ENT, my GP, and my





1 cardiologist. And he filled that out on  
2 November 1st. I'm going to fax it to  
3 Melanie right now. But she's out this  
4 afternoon. So, you know, it's in dispute  
5 according to me.

6 GREG KIMBALL: Just send it to  
7 Carla. If Melanie is not there, just send  
8 it to Carla.

9 ROB CYRUS: Okay. Is she in  
10 benefits department also?

11 GREG KIMBALL: Yeah. She's a  
12 contract person. They won't let us hire  
13 anybody else. She's been having to help  
14 out as much as she can.

15 ROB CYRUS: Okay. All right.  
16 Well, Greg, please call me if there is  
17 anything I can do for you.

18 GREG KIMBALL: I appreciate  
19 it, Rob. I pray that everything is going  
20 better for you as far as feeling better.

21 ROB CYRUS: I feel horrible  
22 today.

23 GREG KIMBALL: Just not



1 feeling no better?

2 ROB CYRUS: Ah, man, I'm dying  
3 today. It's really hard.

4 GREG KIMBALL: I'm sorry.

5 ROB CYRUS: So if there is  
6 anything I can do. If you need physician  
7 references or anything, let me know. And  
8 I'll join you in prayer for her.

9 GREG KIMBALL: I appreciate  
10 it. We've got a meeting at the [REDACTED]  
11 [REDACTED] tomorrow to discuss -- they're not  
12 saying [REDACTED] but they are saying to  
13 find out more about these suspicious  
14 [REDACTED].

15 ROB CYRUS: Well, my  
16 brother-in-law, he's a -- he's a doctor.  
17 If you need any second opinions or  
18 anything I can help you with, I'll be glad  
19 to clarify it for you.

20 GREG KIMBALL: Okay.

21 ROB CYRUS: Okay. Sorry,  
22 Greg.

23 GREG KIMBALL: Thanks, Rob.



1                   ROB CYRUS: Sorry to bother  
2   you. Okay. Bye.

23



C E R T I F I C A T E

STATE OF ALABAMA)

JEFFERSON COUNTY)

I hereby certify that the  
above and foregoing recordings were taken  
down by me in stenotypy, and the questions  
and answers thereto were reduced to  
typewriting under my supervision, and that  
the foregoing represents a true and  
correct transcript of the recordings given  
by said parties upon said hearing.

I further certify that I am  
neither of counsel nor of kin to the  
parties to the action, nor am I in anywise  
interested in the result of said cause.

A handwritten signature in cursive script, appearing to read 'Stacy L. Lound'.

COMMISSIONER - NOTARY PUBLIC  
ACCR NO. 445







1  
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3  
4 TAPE RECORDED TELEPHONE CONVERSATIONS

5 RE: Cyrus v. Hyundai, 6363.31

6 Tape 4  
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21 TRANSCRIBED BY: Stacy L. Lovin,  
22 Court Reporter and  
23 Notary Public

ORIGINAL





1 Telephone conversation No. 1

2 ROB CYRUS: 10/26. 12:20 p.m.  
3 (*inaudible*).

4 (Phone ringing.)

5 UNIDENTIFIED SPEAKER: Good  
6 afternoon. Thomas, Means, Gillis, and  
7 Seay.

8 ROB CYRUS: Yes. Extension  
9 436, please.

10 UNIDENTIFIED SPEAKER: Hold  
11 on.

12 MS. WHITE: Tanya White  
13 speaking. May I help you.

14 ROB CYRUS: Hey, Tonya. This  
15 is Rob Cyrus.

16 MS. WHITE: Hey.

17 ROB CYRUS: We spoke  
18 yesterday.

19 MS. WHITE: Yes. How are you  
20 doing?

21 ROB CYRUS: I'm okay. How are  
22 you?

23 MS. WHITE: I'm doing good.



1 Thank you. Wanted to get back with you  
2 and let you know what I found out about  
3 your case.

4 ROB CYRUS: Okay.

5 MS. WHITE: What I have been  
6 advised is that we have a conflict of  
7 interest in this matter.

8 ROB CYRUS: Okay.

9 MS. WHITE: So we wouldn't be  
10 able to represent you against Hyundai.

11 ROB CYRUS: Okay.

12 MS. WHITE: However, I did get  
13 a name and number of another attorney that  
14 you could call who may be able to help  
15 you.

16 ROB CYRUS: All right.

17 MS. WHITE: If you would like  
18 her name and number.

19 ROB CYRUS: Sure.

20 MS. WHITE: Okay. It is  
21 Karen.

22 ROB CYRUS: Karen.

23 MS. WHITE: With a K.



1 ROB CYRUS: Uh-huh.

2 MS. WHITE: Mastin,

3 M-A-S-T-I-N.

4 ROB CYRUS: Okay.

5 MS. WHITE: And her number --  
6 she's here in Montgomery.

7 ROB CYRUS: Okay.

8 MS. WHITE: It is [REDACTED].

9 ROB CYRUS: All right.

10 MS. WHITE: [REDACTED].

11 ROB CYRUS: [REDACTED].

12 MS. WHITE: And you can let  
13 her know we referred you over to her.

14 ROB CYRUS: Karen Mastin.

15 MS. WHITE: Yes.

16 ROB CYRUS: All right. Well,  
17 thank you so much. I appreciate it.

18 MS. WHITE: Let us know if you  
19 need anything else. Okay?

20 ROB CYRUS: Okay. Thank you.  
21 Bye-bye.

22 MS. WHITE: Bye-bye.

23



1     Telephone conversation No. 2

2                     ROB CYRUS:  (*Inaudible*).

3     Laura Stone.  10/27.  4:41.

4                     (PHONE RINGING.)

5                     ROB CYRUS:  I don't like this  
6     poop.

7                     (Voice mail greeting.)

8                     ROB CYRUS:  Hey, Laura.  It's  
9     Rob.  It's 4:42 on Thursday.  Hey, I got  
10    your message.  Please call me at home.

11    ██████████.  I'll be home all night.

12    Thanks.

13

14    Telephone conversation No. 3

15                     ROB CYRUS:  Hello.

16                     UNIDENTIFIED SPEAKER:  Hey.  
17    What are you doing?

18                     ROB CYRUS:  Just getting up  
19    from a nap.  What are you doing?

20                     UNIDENTIFIED SPEAKER:  
21    Cleaning my backyard.

22                     ROB CYRUS:  Oh, are you?

23                     UNIDENTIFIED SPEAKER:  Yeah.



1 ROB CYRUS: Okay.

2 UNIDENTIFIED SPEAKER: Needs  
3 water.

4 ROB CYRUS: There you go. I  
5 like that.

6 UNIDENTIFIED SPEAKER: What's  
7 going on with you, man?

8 ROB CYRUS: Nothing. I met  
9 with an attorney today.

10 UNIDENTIFIED SPEAKER: What  
11 did they say?

12 ROB CYRUS: I didn't care for  
13 him. I got three more I'm going to talk  
14 to tomorrow.

15 UNIDENTIFIED SPEAKER: What  
16 did he actually tell you?

17 ROB CYRUS: He said it can be  
18 reverse nationality discrimination. You  
19 know how they treat the Koreans different  
20 than the Americans? They fired that [REDACTED]  
21 girl less than two or three weeks ago for  
22 sleeping. And the Koreans sleep at their  
23 desk or in the conference room, you know,



1 every week.

2 UNIDENTIFIED SPEAKER: Yeah.

3 I saw (*inaudible*) sleeping at his desk.

4 You know who they fired today?

5 ROB CYRUS: Who?

6 UNIDENTIFIED SPEAKER: Oh, you  
7 didn't get the news?

8 ROB CYRUS: I don't want to  
9 talk to anybody. Who?

10 UNIDENTIFIED SPEAKER: Mike  
11 called me when I was at dinner because,  
12 you know, we had that weekly -- anyway,

13 [REDACTED]

14 ROB CYRUS: They fired [REDACTED]?

15 UNIDENTIFIED SPEAKER: Yeah.

16 ROB CYRUS: Huh. On what  
17 grounds?

18 UNIDENTIFIED SPEAKER: The  
19 grounds that, you know, that hundred  
20 dollar bonus check you get every month?

21 ROB CYRUS: Yeah, perfect  
22 attendance.

23 UNIDENTIFIED SPEAKER: They





1     went through the records, and they found  
2     out that she wasn't entitled to it.

3                     ROB CYRUS:   What's her title?  
4     I mean, wasn't that their error for paying  
5     her?

6                     UNIDENTIFIED SPEAKER:   That's  
7     what she said.

8                     ROB CYRUS:   I mean, she's  
9     supposed to police their own policies that  
10    don't even exist.   They still don't even  
11    have their employee manual together after  
12    three years.   Huh.

13                    UNIDENTIFIED SPEAKER:  
14    *(Inaudible)* you know what she told  
15    *(inaudible)* you know there is more -- you  
16    don't even look at it.   She said, you know  
17    that's not the reason.

18                    ROB CYRUS:   What is the  
19    reason?

20                    UNIDENTIFIED SPEAKER:  
21    *(Inaudible)* didn't like her.

22                    ROB CYRUS:   I mean, it's not a  
23    popularity contest, is it?   If she's doing



1 her job correctly and fulfilling what she  
2 needs to do, then -- I think that's why --  
3 everybody is different. There is no right  
4 or wrong. You know, that -- that's just  
5 another excuse.

6 UNIDENTIFIED SPEAKER: I know  
7 it. I'm telling you --

8 ROB CYRUS: Incredible.

9 UNIDENTIFIED SPEAKER: -- at  
10 dinner (*inaudible*) out there smoking, and  
11 they said, well, how is Rob doing. I  
12 said, you know, Mr. Choi was there and all  
13 those guys.

14 ROB CYRUS: At Macaroni Grill?  
15 One of those things?

16 UNIDENTIFIED SPEAKER: Yeah.  
17 (*Inaudible*). It was (*inaudible*) HK,  
18 myself, and Choi smoking.

19 ROB CYRUS: Yeah.

20 UNIDENTIFIED SPEAKER: They  
21 asked me how you were doing. I said,  
22 well, he had a reaction to that Lipitor.  
23 They said, well, give him our best, all



1 three of them.

2 ROB CYRUS: I'll give them by  
3 best. Okay. Since they don't show up at  
4 my staff meetings, which, you know, stops  
5 my ability to be able to control and do my  
6 job correctly. Bastards.

7 UNIDENTIFIED SPEAKER: You  
8 know Choi has got to know what's going on.

9 ROB CYRUS: I called HJ, you  
10 know, and confronted him. I said, are you  
11 unhappy with my performance. And he said,  
12 (*inaudible*) around. And he said, when are  
13 you coming back. And I said, well, my  
14 internal medicine doctor and my  
15 cardiologist said these symptoms sound  
16 like a reaction to Lipitor. You know, my  
17 brother-in-law was a pharmacist for, I  
18 don't know, five to eight years and now  
19 he's a doctor, ear, nose, and throat. And  
20 he said, you know, it can hit you day one  
21 that you take it or a year from now, you  
22 know. So it's not like, you know, it's  
23 unusual to hit now.



1 Well, anyway, I talked to HJ,  
2 and I said, you know, are you -- you know,  
3 I know you're disappointed that I'm  
4 missing work, but; you know, I'm really  
5 sick and I've got a stack of doctors  
6 things an inch tall now. And he goes, we  
7 will talk when you come back. So that  
8 tells me that, you know, he's in on it.

9 UNIDENTIFIED SPEAKER: If he's  
10 in on it, you know that Choi is in on it  
11 because he wouldn't make a (*inaudible*)  
12 without it.

13 ROB CYRUS: Choi works for me.

14 UNIDENTIFIED SPEAKER: Okay.

15 ROB CYRUS: I agree he may be  
16 in on it. I think -- I think HI Kim is  
17 the one who did it because they made me  
18 write the meeting minutes. I told them I  
19 didn't want to. I went to Heron. I  
20 said -- you know, Mr. Heron is very  
21 strange. He's the one that acted childish  
22 and screamed at a supplier and said shut  
23 up and sit down, you know, to grown men.



1 And I said, what do you want me to write.  
2 He said, just write -- just write it. I  
3 said, just write it factually, you know.  
4 He goes, yeah. I said, okay. So I did,  
5 you know, verbatim. And I'm sure he got  
6 that and the president got that.

7 You know, HI Kim only asked for  
8 meeting minutes from the people that work  
9 directly from him. So like 12 people  
10 wrote meeting minutes, myself and Choi in  
11 addition to that, but there were 35 people  
12 in the room, including another supplier.  
13 So I think that just, you know -- he's a  
14 prima donna, and he's not used to be  
15 questioned, even though he tried to charge  
16 a supplier -- Japanese supplier back in  
17 excess of one hundred thousand dollars.

18 And it was on the agenda, and  
19 he wouldn't address it. We were simply  
20 trying to -- they didn't want to come  
21 down. It was after a hurricane. They had  
22 to drive. They had their new president of  
23 Murakami come in and say, you know, it's



1 very awkward, you know, for the top  
2 gentleman to miss and not greet the new  
3 president. He begged not to come down.  
4 He and that Jason gentleman. Whose Jason?  
5 What's his last name? Choi or --

6 UNIDENTIFIED SPEAKER: Chi.

7 ROB CYRUS: Chi. He had a  
8 meeting with him after I had a meeting,  
9 which I wasn't aware of or invited to.  
10 And that's when he told them, you know,  
11 you shut up and sit down. I want to talk  
12 to the Japanese colleague. The Murakami  
13 people were livid. Nobody needs to be  
14 treated that way.

15 UNIDENTIFIED SPEAKER: What  
16 else did this guy say? Reverse  
17 international discrimination.

18 ROB CYRUS: Disability is the  
19 big thing, you know. Because, you know, I  
20 had a heart attack or a heart condition,  
21 I'm being penalized. I think -- and, you  
22 know, being over 40, and, you know, I'm --  
23 my descent is Iranian. I mean, Iranians





1 are very popular right now, you know.  
2 Even though my family has been in the  
3 states for, you know, 150 years with  
4 impeccable reputations.

5 UNIDENTIFIED SPEAKER: Where  
6 was this guy based out of?

7 ROB CYRUS: Which one?

8 UNIDENTIFIED SPEAKER: The one  
9 you saw today.

10 ROB CYRUS: Montgomery. I  
11 didn't like him.

12 UNIDENTIFIED SPEAKER:  
13 *(Inaudible)*.

14 ROB CYRUS: I got three more  
15 names I'm going to call tomorrow morning.

16 UNIDENTIFIED SPEAKER: Are  
17 they all in Montgomery?

18 ROB CYRUS: One is in  
19 Birmingham. I want, you know, somebody  
20 who's not afraid of them, not afraid of  
21 retaliation. This is just wrong. I  
22 didn't do anything. You know, when --  
23 when that one guy -- what was his name?



1 [REDACTED]  
2 you know, I had to get involved in that,  
3 try to straighten that out.

4 UNIDENTIFIED SPEAKER: Oh.

5 ROB CYRUS: Remember that?

6 UNIDENTIFIED SPEAKER: Yeah.

7 ROB CYRUS: And [REDACTED]

8 [REDACTED],

9 [REDACTED] wanted back.

10 [REDACTED]

11 [REDACTED]

12 [REDACTED] back to the scene, he

13 [REDACTED]

14 [REDACTED]

15 UNIDENTIFIED SPEAKER: Was he  
16 drinking?

17 ROB CYRUS: Oh, yeah. He was  
18 drunk. And then [REDACTED], you know,  
19 [REDACTED], he was so offensive, she said,  
20 you know, I'm not meeting with this guy  
21 anymore, even though she was the head  
22 person to deal with Hyundai. She said,  
23 you know, he's too abusive and too crazy.



1 And I had to arrange a lunch\* and try to  
2 smooth that shit out.

3 And I helped [REDACTED] when he  
4 tried to get -- when he was getting  
5 screwed by Hyundai. They wanted to give  
6 him a thousand dollars. He had forty  
7 thousand dollars in medical expenses.  
8 Just like I took care of you at the  
9 hospital. I took him magazines. I took  
10 him food. You know, I -- you know, I got  
11 HJ's kid in school. I tried -- [REDACTED]  
12 pressured me to try to get, you know, his  
13 boss, [REDACTED] daughter into the  
14 University of Alabama. I spent hours  
15 talking to Carl Ferguson trying to do  
16 that. And she didn't qualify. And, you  
17 know, just, you know, above and beyond --

18 UNIDENTIFIED SPEAKER: When  
19 did [REDACTED] do this shit?

20 ROB CYRUS: Oh, man. Back at  
21 the Halcyon office. He hit one of those  
22 poles, you know, that are those real nice  
23 metal ones.



1 UNIDENTIFIED SPEAKER: Yeah.

2 ROB CYRUS: Around that loop.

3 UNIDENTIFIED SPEAKER: Yeah.

4 ROB CYRUS: Yeah.

5 UNIDENTIFIED SPEAKER: Oh,  
6 man. I never heard about that.

7 ROB CYRUS: Well, that's  
8 because I didn't tell anybody.

9 UNIDENTIFIED SPEAKER: Yeah.  
10 So how did you straighten that one out?

11 ROB CYRUS: You know, I don't  
12 even know. I met with them, and I had to  
13 get called in to [REDACTED] and, you know,  
14 (inaudible) was there. I think  
15 (inaudible) was the [REDACTED] at that  
16 time.

17 UNIDENTIFIED SPEAKER: Up here  
18 in Halcyon (inaudible).

19 ROB CYRUS: Yeah. So I mean,

20 [REDACTED]  
21 [REDACTED]  
22 [REDACTED]  
23 was very upset, almost cried, you know, in



1 the meeting.

2 So [REDACTED] is gone, huh?

3 UNIDENTIFIED SPEAKER: Yeah.

4 ROB CYRUS: Nice.

5 UNIDENTIFIED SPEAKER: What  
6 shocked me -- it just shocked me. I just  
7 sat there at dinner and Mr. Choi looked at  
8 me like what's wrong. Your wife?

9 ROB CYRUS: What do you mean?  
10 What do you mean?

11 UNIDENTIFIED SPEAKER: I just  
12 was in -- I mean, I was just in awe.

13 ROB CYRUS: Of what? Oh,

14 [REDACTED].

15 UNIDENTIFIED SPEAKER: Yeah, I  
16 mean, it was just like -- you know, it was  
17 like I'm sitting at dinner with them, you  
18 know what I'm saying?

19 ROB CYRUS: She's been treated  
20 like crap from [REDACTED] from day one for some  
21 reason. I don't know why. He got mad  
22 because she would order breakfast from  
23 Chappy's.



1                   You know, [REDACTED] and [REDACTED], they  
2 both get glee -- they get a gleam in their  
3 eye and they're happy every time they can  
4 fire somebody. They're like let's fire  
5 them. I mean, how many people can you  
6 recall at seven years, for you, at  
7 Mercedes being fired? [REDACTED] I  
8 can't even think of anybody else.

9                   UNIDENTIFIED SPEAKER: Maybe  
10 five, and that was it, if there was five.

11                  ROB CYRUS: Yeah. I mean, but  
12 they gave them, okay, you know, you're  
13 having a problem. This is your warning.  
14 If you do it again, you know, you may be  
15 released.

16                  UNIDENTIFIED SPEAKER: You  
17 know, and the other thing, you know, is  
18 like that guy that had to go fix his car,  
19 was stuck in park and (*inaudible*) job  
20 back.

21                  ROB CYRUS: Yeah. This guy --  
22 you know, [REDACTED] is the biggest  
23 full of shit whatever, and he's got HI Kim





1 on his side, you know. When I was at  
2 dinner with Duckworth, he asked me about,  
3 you know, do you think [REDACTED]  
4 [REDACTED] or  
5 whatever. And Hansford was at dinner with  
6 us. Did I tell you that?

7 UNIDENTIFIED SPEAKER: Yeah.

8 ROB CYRUS: And, you know, he  
9 spoke up, and he said, oh, definitely, you  
10 know, I have proof. And I said, you know,  
11 I -- just what I hear. I don't know. And  
12 the thing, they asked me to sign an  
13 affidavit of what [REDACTED] told me. And if I  
14 did, then he would be fired. But, you  
15 know, I have a conscience and said, you  
16 know, he's got [REDACTED] and he's [REDACTED]  
17 and I don't want to screw somebody's life  
18 up.

19 UNIDENTIFIED SPEAKER: Then he  
20 turns around and he wants to fire your  
21 ass.

22 ROB CYRUS: Well, it's funny,  
23 he grilled Mike and I, is anybody taking



1 kickbacks, you know, blah, blah, blah,  
2 blah, you know, all kinds of that stuff.  
3 And then during the dessert, I said, Mike,  
4 you know, Keith and I need to speak  
5 privately for a minute. Then, you know,  
6 he said, well, when you're better, you  
7 come back and you come straight to my  
8 office. You know, the executive  
9 management is unhappy with my attitude.  
10 What does attitude mean? You know, I said  
11 who is executive management? And he said,  
12 well, HI Kim and President Ahn. I said,  
13 you know, I said five words to president  
14 on because he doesn't speak English. And  
15 HI Kim, the situation with Murakami, I  
16 came to you that day, twice. First time I  
17 said hostile environment, and the second  
18 time I said I don't want any retaliation.  
19 And he said, oh, that's just the Korean  
20 style. Don't worry about it at all. You  
21 have a nice weekend. We know -- we know  
22 you're on good standings.

23 So -- and then he mentioned



1 Rick Neal, which was a little stupid,  
2 because now he's not immune from being  
3 pulled into a lawsuit. I said, Rick Neal.  
4 I said, let's call him right now. I said,  
5 Rick and I, you know, have a good  
6 relationship, and I'm unaware, you know,  
7 of anything that Rick could possibly be  
8 upset with me about. He knows nothing  
9 about automotive. I hold his hand more  
10 than he helps me. You know?

11 UNIDENTIFIED SPEAKER: So you  
12 thought Rick was a friend.

13 ROB CYRUS: Four plants. You  
14 know, he worked for a sports team. That's  
15 ludicrous. You know, it's a veiled thing.  
16 Attitude. You know, what is attitude?  
17 It's simply because I've been sick and  
18 they don't like it. Even though when  
19 I was even going to cardio rehab, which my  
20 doctor demanded, you know, Choi --  
21 remember when they would take the  
22 documents and not get my signature? And  
23 his response, well, you are never here. I



1 said Mr. Choi, I'm just in the mornings at  
2 cardio rehab. I'm not at Palm Beach  
3 laying in a lounge chair. You are never  
4 here. Well, yes, I am. When he admitted  
5 to that. I haven't called Yong because I  
6 don't want to get him into it, but I  
7 talked to HJ and I talked to Choi. I  
8 talked to Rick Neal. I talked to Greg  
9 Kimball for a long time last night.

10 UNIDENTIFIED SPEAKER: Greg  
11 last night?

12 ROB CYRUS: Yeah. Because he  
13 came to me -- you know, about six weeks  
14 after my heart stint thing, you know,  
15 after that signature ordeal where they  
16 weren't using the proper chain of command,  
17 I pulled Greg and Rick in the conference  
18 room and I said, look, gentlemen, I'm  
19 seeing a distinctly different treatment  
20 since I had a heart condition. I said,  
21 you know, I want to formalize it. I want  
22 to make it known.

23 UNIDENTIFIED SPEAKER: Did you



1     *(inaudible)*?

2                   ROB CYRUS: I wrote it on my  
3     calendar. And they were both there. And  
4     I talked to Greg on the phone about it:  
5     And he said, yeah, I remember. He called  
6     me over to his area one day and he said, I  
7     know what you mean now about them giving  
8     you a hard time for rehabilitation. I  
9     hurt my knee, and they won't let me go,  
10    you know, to rehab, physical therapy. You  
11    know, they're making him feel guilty or  
12    pressuring him. And I said, you know,  
13    that's what they did to me.

14                  UNIDENTIFIED SPEAKER: When  
15    Keith was talking, did he talk about  
16    anybody in our group?

17                  ROB CYRUS: No. That's the  
18    first I've ever heard executive management  
19    is upset with me. They've only been here  
20    two months. I've only had two  
21    interactions with HI Kim and none with the  
22    president, and Rick Neal and I get along  
23    great.



1 UNIDENTIFIED SPEAKER: Or you  
2 thought you did.

3 ROB CYRUS: Well, that's fine.  
4 I mean, if he -- what I think happened is  
5 HI Kim got upset from those meeting  
6 minutes. And, you know, he is, you know,  
7 in charge of the entire plant in Seoul,  
8 and he's not used to being questioned.  
9 That's why Brian Wong told me the night  
10 before -- the night we were bowling, he  
11 said, you know, Murakami is coming in,  
12 they didn't want to, they're losing money  
13 on the business. You know, they had to  
14 drive down because of the hurricane. And  
15 he goes, I need you to, you know, just be  
16 fair and neutral and speak up for what's  
17 right. And I said, yeah, I will. I even  
18 e-mailed that back, you know. I'm not  
19 going to take Murakami's side. I went to  
20 the line that morning before the meeting  
21 to do my homework. I actually met with  
22 the operators. I talked to -- I tried to  
23 reach (*inaudible*). He wouldn't call me





1 back. I talked to Ashley Frye. I talked  
2 to Paula and to Job. And, you know, of  
3 the three hundred suspect mirrors,  
4 whatever the number was, 285 we already  
5 agreed were -- were acceptable. And the  
6 other ones were mishandling by our  
7 (*inaudible*). And it was on the agenda.  
8 And when they tried to speak to it, he got  
9 livid, childish. He threw down his books  
10 and walked out of the room. And the  
11 second time he got Murakami, was like why  
12 did we come down here if we're not going  
13 to talk about this. I mean, they were  
14 trying to charge him back in excess of a  
15 hundred thousand dollars.

16 UNIDENTIFIED SPEAKER: Yeah, I  
17 know it. I helped you. I don't know.

18 ROB CYRUS: I mean, this is --

19 UNIDENTIFIED SPEAKER: I mean,  
20 I walk in to work -- I mean, (*inaudible*) I  
21 walk into work --

22 ROB CYRUS: Hold on one  
23 second, Dave. I'm going to get my Diet



1 Coke here. Okay.

2 UNIDENTIFIED SPEAKER:

3 (*Inaudible*) Monday. I want to know why --

4 ROB CYRUS: Yeah.

5 UNIDENTIFIED SPEAKER: And  
6 then I sit there and (*inaudible*) was  
7 like --

8 ROB CYRUS: You know me. How  
9 many times did I have to go to HR at  
10 Mercedes?

11 UNIDENTIFIED SPEAKER: None.

12 ROB CYRUS: Zero. Eight  
13 years, zero. Toyota, zero. I was named  
14 one of two people out of two thousand  
15 employees that were ranked as unlimited  
16 potential. And that was from Germany and  
17 the U.S. Because Bob Birch called me one  
18 day and said HR wants to see you. And I  
19 was like whoa, that's weird. You know,  
20 what did I do? You know, and it was all  
21 positive. Unbelievable.

22 UNIDENTIFIED SPEAKER:

23 (*Inaudible*).



1                   ROB CYRUS: We'd be treated --  
2     you know, American business practices.  
3     These guys are just trying to run it  
4     like -- I don't know what they're trying  
5     to run it like.

6                   UNIDENTIFIED SPEAKER: You  
7     think they'll just send you a certified  
8     letter?

9                   ROB CYRUS: They sent me a  
10    letter already. Yesterday I got it. All  
11    this stuff you need to keep between you  
12    and I. And it said, you know, since this  
13    case is pending -- I don't know if case  
14    was the word -- you know, you are -- your  
15    badge has been deactivated, you are not to  
16    represent Hyundai in a business manner,  
17    you know, blah, blah, blah.

18                   (Inaudible) that I've gone is  
19    just, you know, if they're going to give  
20    me a severance or if they're just going to  
21    fire me or if I'm going to sue them. You  
22    know, so.

23                   UNIDENTIFIED SPEAKER: Wait a



1 minute. You got a letter from -- who  
2 signed it?

3 ROB CYRUS: Duckworth only.

4 And I asked Greg. He said, you know, when  
5 I talked to him that next day he went to  
6 Keith, and Keith said, well, there is just  
7 some things you don't need to know about.

8 UNIDENTIFIED SPEAKER: So what  
9 else does it say in their letter?

10 ROB CYRUS: There were four  
11 bullet points, and I got to pull the  
12 letter out. I spent all last night  
13 getting my ducks in a row and filing  
14 stuff. I got all my calendars. You know,  
15 I don't have any confidential stuff. I  
16 don't have any Hyundai documents.

17 I do have a copy of an e-mail  
18 that Ted sent to me. Ted Jones  
19 (*inaudible*) over a year beyond when I  
20 started. And, you know, he said, I'm so  
21 happy to hear you're doing so well at  
22 Hyundai and your reputation is very good.

23 UNIDENTIFIED SPEAKER: Have



1 you tried going in, logging in to your  
2 computer?

3 ROB CYRUS: I tried today, and  
4 it wouldn't let me do it. Access denied.  
5 Which I've never done from my house ever.  
6 You know my computer capabilities.

7 UNIDENTIFIED SPEAKER: I put  
8 that link on there, and I did it the other  
9 day.

10 ROB CYRUS: It doesn't work.  
11 I had Jamie come over because I bought a  
12 printer, and he helped me. But don't tell  
13 him that I told you he was over here. I  
14 didn't tell him anything.

15 UNIDENTIFIED SPEAKER: Does he  
16 know what's going on?

17 ROB CYRUS: No. You and  
18 Laura. You and Laura and Greg and  
19 (inaudible) and Neal and Ahn and Kim.

20 UNIDENTIFIED SPEAKER: They  
21 know what's going on.

22 ROB CYRUS: You know, that's  
23 what they do, when they don't want any



1 push back, just like they did with [REDACTED]  
2 [REDACTED], just like they did with Hansford.  
3 You know, Keith Hancock called me that  
4 day. He said, why did you fire Hansford.  
5 I said, what. You know, I thought he got  
6 mad and threw stuff or did something. I  
7 had not a clue about that. You know?

8 UNIDENTIFIED SPEAKER: He  
9 called you today --

10 ROB CYRUS: No, no, no. That  
11 was when Hansford was fired. Mark Lee  
12 didn't even know apparently. I don't  
13 know. He's a pretty good liar I think.

14 UNIDENTIFIED SPEAKER: So they  
15 sent you -- and it has four bullet points?

16 ROB CYRUS: Uh-huh.

17 UNIDENTIFIED SPEAKER: What  
18 did it say?

19 ROB CYRUS: You know, my badge  
20 doesn't work, I'm not to represent myself  
21 as a Hyundai employee, and -- you know,  
22 when I was at dinner with him, you know,  
23 he looked at my medical stuff. That's





1 what really upset me because he called me  
2 all sweet, you know, how you doing, I'm  
3 worried about your health, and let's get  
4 together and talk about it. I took all my  
5 medical bills. I even took my pills. You  
6 know I have them in my weekly thing?

7 UNIDENTIFIED SPEAKER: Right.

8 ROB CYRUS: You know, to show  
9 him. And I showed Greg the day before,  
10 and he goes, Rob, we don't doubt you, you  
11 know. You've got a great reputation here,  
12 don't worry. And then, you know, he was  
13 real nonchalant. He looked at it. And  
14 then he goes, well, the executive  
15 management is upset with you. And then I  
16 started questioning him. He goes, well,  
17 it's not me. It's not me. I'm not upset  
18 with you. It's like you big pussy.

19 UNIDENTIFIED SPEAKER: So are  
20 they still paying you?

21 ROB CYRUS: They better be.  
22 As far as I know. I still have my car.  
23 I'm waiting any day for them to take that



1 away.

2 UNIDENTIFIED SPEAKER: What  
3 did they say in their -- what else did the  
4 letter say? It had four bullet points,  
5 don't represent, your badge is  
6 deactivated --

7 ROB CYRUS: I can't remember,  
8 Dave. It's somewhere in my pile.

9 UNIDENTIFIED SPEAKER: Yeah,  
10 but --

11 ROB CYRUS: They would be very  
12 foolish to take away my pay and take away  
13 my car that I'm paying for out of a lease  
14 until, you know, this gets settled. I  
15 mean, HJ -- I remember him talking to me  
16 when (*inaudible*) had a heart attack, how  
17 can we get rid of him. I said, well, HJ,  
18 you know, it has to be performance based.  
19 If you want to document things he's not  
20 getting done or -- but I mean, you can't  
21 discriminate based on a disability. You  
22 know, they just don't get it. I guess  
23 they just --



1 UNIDENTIFIED SPEAKER: Did  
2 they send it to you in regular mail or  
3 certified?

4 ROB CYRUS: Regular mail. But  
5 my letter will be certified.

6 UNIDENTIFIED SPEAKER: From  
7 who, your attorney?

8 ROB CYRUS: I'm going to meet  
9 with my attorney and see how to approach  
10 it.

11 UNIDENTIFIED SPEAKER: Do you  
12 have to pay for an attorney up front?

13 ROB CYRUS: Sure. My parents  
14 are livid. I've been working since I was  
15 14.

16 UNIDENTIFIED SPEAKER: Right.  
17 Man. Rob, Rob, Rob, Rob.

18 ROB CYRUS: I mean, you know,  
19 Ahn doesn't know me. HI Kim doesn't know  
20 me, and Duckworth doesn't know me. And  
21 they're --

22 UNIDENTIFIED SPEAKER: I'm  
23 just wondering --



1                   ROB CYRUS: They're messing  
2 with the wrong person. You know, I've  
3 been loyal as hell, helped them above and  
4 beyond what my job description was. Got  
5 them out of the venture shit on the  
6 bankruptcy, you know.

7                   UNIDENTIFIED SPEAKER: Yeah.

8                   ROB CYRUS: Cindy doesn't  
9 know, so don't -- you know, she could say,  
10 well, you don't have a job, I'll move back  
11 to Kentucky. You know, that's the other  
12 thing. It affects me, my ability to feed  
13 my children, my ability to support my wife  
14 and children, ex-wife. You know, this is  
15 far reaching. And they wanted me to come  
16 up with the severance package. It's like  
17 what? I said, Keith, I've never done a  
18 severance package. I've never been fired.  
19 I don't know what to do. So I'm going to  
20 talk to an attorney and see what to do.  
21 It's ludicrous. It's just astonishing.

22                   You know, all I told Keith was,  
23 you know, I'm shocked. I've had nothing



1 but praise. I told him, you know, I got  
2 little jabs and little remarks after I got  
3 back from heart surgery. And, you know,  
4 Rick Neal called me stint boy numerous  
5 times in the director's meeting in front  
6 of everybody. So when I called him on the  
7 phone, I said, this is stint boy that you  
8 affectionately referred to me as in the  
9 director's meeting. I taped that. I'm on  
10 my third tape.

11 UNIDENTIFIED SPEAKER: Does --  
12 what's his name? Does Greg know you got  
13 that letter?

14 ROB CYRUS: It was signed by  
15 Keith. Who knows.

16 UNIDENTIFIED SPEAKER: I just  
17 wondered who typed it.

18 ROB CYRUS: There is just  
19 something you don't need to know. His  
20 secretary I'm sure.

21 UNIDENTIFIED SPEAKER: Who's  
22 his secretary?

23 ROB CYRUS: Karen Powers,



1 something like that. You know, today I  
2 went to an attorney and stuff. I got  
3 back. I felt so horrible. I told you I  
4 just took a nap.

5 UNIDENTIFIED SPEAKER: Yeah.

6 ROB CYRUS: Something is  
7 wrong, you know. You think I want to sit  
8 alone in the house by myself?

9 UNIDENTIFIED SPEAKER: Badge  
10 was deactivated. They didn't tell you to  
11 turn your car in or anything, did they?

12 ROB CYRUS: Uh-uh. That's  
13 fine. I don't want to go back. They've  
14 already tarnished me. You know, they've  
15 already labeled me. How could I go back  
16 and feel comfortable? What do I tell my  
17 next employer? Why did you leave Hyundai?  
18 Well. You know, one thing I can say and  
19 they have done is ask me numerous times to  
20 do unethical things. And then when I give  
21 them, you know, we can't do that, then  
22 they get upset.

23  I remember -- we had





1 that purchasing trainee from (*inaudible*),  
2 and he was really good and had a nice book  
3 that he wrote. And I said, you know,  
4 let's get some of these and we'll train  
5 the people. And I said, you know, it's  
6 copyrighted. It's going to be a couple  
7 hundred bucks a book. He said, oh, no,  
8 ignore that. Just make copies at Kinko's.  
9 I didn't do it. You know, there's things  
10 you don't do in life. It's called  
11 integrity and character. And these guys  
12 don't have any grasp of that.

13 UNIDENTIFIED SPEAKER: I just  
14 wonder if I'm next.

15 ROB CYRUS: I have no idea.  
16 I'd lay low.

17 UNIDENTIFIED SPEAKER: No  
18 shit. (*Inaudible*).

19 ROB CYRUS: No. I haven't  
20 done a thing. I'm not -- you know.

21 UNIDENTIFIED SPEAKER: When  
22 are you selling your house?

23 ROB CYRUS: I got a contract



1 on it already.

2 UNIDENTIFIED SPEAKER: Yeah,  
3 but when is the closing date?

4 ROB CYRUS: End of November.

5 UNIDENTIFIED SPEAKER: End of  
6 November.

7 ROB CYRUS: Yeah.

8 UNIDENTIFIED SPEAKER: God, I  
9 hope that doesn't fall through.

10 ROB CYRUS: I got five  
11 thousand dollars earnest money for doing  
12 it. If it doesn't, they can pay for my  
13 house, you know. And they can pay for a  
14 car for me. And they can pay for me to  
15 move, and they can pay for my wife to  
16 move. And they can give me a per diem,  
17 you know. I can understand something if  
18 they'd taken me in a room and said, Rob  
19 (tape ends).

20

21

22

23



C E R T I F I C A T E

STATE OF ALABAMA)  
JEFFERSON COUNTY)

I hereby certify that the  
above and foregoing recordings were taken  
down by me in stenotypy, and the questions  
and answers thereto were reduced to  
typewriting under my supervision, and that  
the foregoing represents a true and  
correct transcript of the recordings given  
by said parties upon said hearing.

I further certify that I am  
neither of counsel nor of kin to the  
parties to the action, nor am I in anywise  
interested in the result of said cause.

*Stacy L. Loun*

COMMISSIONER - NOTARY PUBLIC  
ACCR NO. 445

# Exhibit F

IN THE UNITED STATES DISTRICT COURT  
FOR THE MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION

ROBERT CYRUS,

Plaintiff,

vs.

HYUNDAI MOTOR MANUFACTURING  
ALABAMA, LLC,

Defendant.

CIVIL ACTION NO.:

2:07-cv-00144-ID-TFM

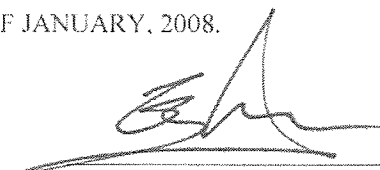
DECLARATION OF EUI HWAN JIN

1. My name is Eui Hwan Jin. I am over the age of 19 years and otherwise competent to give this declaration. The facts contained in this declaration are based upon my personal knowledge.

2. In September of 2005 I was employed as a Senior Manager with Hyundai Motor Manufacturing Alabama, LLC ("HMMA"). In my position, I was one of the employees designated to have access to certain files, records, and data of the company and had personal knowledge of how such documents were maintained and stored by HMMA.

3. Attached to this Declaration as Exhibit 1 is a true and correct copy of the reports that were prepared for President & CEO J.S. Ahn and maintained by HMMA as a result of the meeting between representatives of Murakami Manufacturing Company and HMMA representatives in September of 2005. Some of the statements were made in English and some were made in Korean.

I DECLARE UNDER PENALTY OF PERJURY THAT THE FOREGOING IS TRUE AND CORRECT. EXECUTED ON THIS 18th DAY OF JANUARY, 2008.

  
Eui Hwan Jin

# 2005년 9월 16일 회의 관련 참석자 진술서(보고서) 목록

번호	소속	진술자	직책	비고
1	생산	김 회일	공장장	한글
2	"	조 봉관	생산 담당 이사	한글
3	"	존 칼슨(John Kalsen)	생산 담당 이사	영문 및 번역본
4	"	해리 체이스(Harry Chase)	생산 관리 과장	"
5	품질	박 승도	품질보증 부장(HMC)	한글
6	"	곽 석구	품질 담당 이사 (HMMMA)	"
7	"	제이슨 지 (Jason Chi)	부품 품질 담당 과장	영문 및 번역본
8	"	크리스 수석(Chris Susock)	품질 담당 부장	"
9	"	게랄드 혼(Gerald Horn)	부품 품질 담당 대리	"
10	개발	최 정연	개발 관리 담당 부장	한글
11	"	황 병달	부품 개발 과장	"
12	"	랍 사이러스(Bob Cyrus)	부품 개발 담당 이사	영문 및 번역본



0195



# 보 고 서

보고자 소 속 : HMMA  
직 책 : 공장장  
성 명 : 김 회 일

## [보고 내용]

2005년 9월 16일 금요일 10시 HMMA 의장사무동 1층 Alabama Room에서 HMMA 품질관리팀 주관 협력업체 Claim 회의 주관중 발생한 상황에 대하여 아래와 같이 보고 및 의견을 말씀 드립니다.

- 아 래 -

회의 처음 시작은 05년 8~9월 협력업체의 부품 불량으로 인한 당사 완성차 생산 Line의 Down Time 현황에 대해 부품검수 담당 지[Chi] 과장의 설명에 뒤이어 본회의가 시작됨.

첫번째로 사이드 미러 생산업체인 무라카미에서 유침(#1) 보고서로 Briefing 하였음.

<공장장> 무라카미의 아웃사이드 미러 생산경험이 얼마나 되었고 또한 어느 업체에 납품한 실적이 있느냐?  
<무라카미 부사장> 60년 되었고 미국내 거의 대부분의 TOYOTA 계열사(약 10개 정도)에 납품하고 있다고 여러회사 이름을 대면서 얘기함.

<공장장> 왜 전등의 밝기를 1000LUX → 2500LUX로 바꾸었느냐?

<무라카미 발표자> 포장장의 전등 밝기가 잘 안보여 1000LUX → 2500LUX로 바꾸었다.

<공장장> 제품의 Cure Time이 4시간 정도 가져야 함에도 불구하고 규정된 시간을 지키지 않았기 때문에 Bup'g이 일어난 것 아니냐?

<무라카미 발표자> “Bup'g에 대한 설명없이” HMMA에서 승인한 Container 문제로 일어났으며 또한 Glovis의 취급 부주의로 스크래치 문제가 발생했다고 얘기함.

<공장장> Container(미러 공급 용기)의 형상 유무에 관계없이 Cure Time만 정확히 지켰어도 Bup'g 문제는 일어나지 않았지 않느냐?

앞의 여러 정황으로 미루어 보아 그렇게 경험이 많고 미국내 도요타 계열사 및 여러업체에 납품하는 무라카미가 제품 생산의 기본도 지키지 않는 것으로 보아 현대의 품질에 대하여 아예 신경도 쓰지 않았거나 아니면 무라카미 품질 시스템상의 문제가 있는것 아니냐?

<Rob> 사이드 미러의 스크래치 문제로 HMMA가 Reject 시킨 문제에 대하여 얘기하며 사진을 Print하여 돌리면서 Glovis에서 지개차 운반 도중 실수로 바닥에 업질러 스크래치가 발생한 문제로서 이것들을 Reject하여 반품하고 또한 Down Time으로 잡은 것에 대하여 불만을 토로함.

<공장장> 그러한 잘못된 문제가 있다면 이 회의가 끝난후 실무자끼리 협의하여 조정하면 될 것이다.

현대가 잘못했거나 Glovis가 잘못했는지는 당연히 무라카미에게는 책임이 없으니 염려하지 말라. 회의 계속합시다!

<최부장 & Rob> 상기의 문제를 다시 얘기하며 회의 진행을 지연시킴.

이때 John Calson 및 품질담당 Chris가 무어라고 Rob에게 얘기하며 서로간의 약간의 활전이 있었으나 제가 제지 시키며,

〈공장장〉 알았다! Glovis의 최부장을 오라고 하여 진상 확인을 하여 잘못된 점이 있다면 서로 협의하면 아무런 문제가 없을 것이다.

회의 속개합시다!

〈Rob〉 다시 스크래치 문제를 거론하며 무슨 다른 저의가 있는 것 아니냐며 회의를 지연시킴.

〈공장장〉 오늘의 의제를 보여주며 회의 의제 내용에 없는 것은 이 회의가 끝난후 본인(공장장) 참석하에 재협의 하면 될 것이므로 회의를 속개하겠다.

그리고 다시 말하지만 이 회의의 목적은 HMMMA 공장이 아직 정상 가동이 안되고 있으며 현 상황에서 비가동 주요인을 분석해 본 결과 설비문제, 결품, 부품불량 등이 비슷한 비율로 가장 큰 저해 요인으로 나타나고 있다.

그래서 9월 2째주 부터 이 회의를 진행하게 되었고 그 목적은 좀전에 말씀 드린바와 같이 첫째는 가동율 향상을 위해서 둘째는 현대가 지향하는 고품질의 차를 만들기 위함이지 어느 특정업체를 탓하거나 나무람을 위함이 아님을 다시 한번 말씀드리고 회의를 계속 하겠다.

〈Rob〉 Rob이 무라카미 영업 Manager와 잠시 얘기를 나누고는 다시 스크래치 문제를 거론할때 무라카미 영업Manager가 갑자기 자리에서 일어나 뒤쪽에서 사이드 미러 2개를 가져와 연성을 높이면서 2개를 ‘탁탁’ 부딪치고는 회의용 탁자에다 던짐.

〈공장장〉 그 미러를 보자고 하여 보면서 스크래치 문제는 이회의 끝난후 Glovis 최부장을 오라고 하였으니 그때 논하기로 하고 회의 속개하겠다.

“이때 개발 최정연 부장과 Rob이 다시 스크래치 문제를 얘기하며”

<Rob> 여기 무라카미 사람들이 이 회의때문에 어제 여기에 도착하였으며 5000달러 정도의 경비가 들었다.  
누가 책임질 것이냐! 며 언성을 높임.

<공장장> 최부장 내가 수차례에 걸쳐 이회의의 목적과 오늘 회의 주제에 대하여 얘기 하였는데 당신 왜 그래!  
[언성이 약간 높았음] 당신네들 업체 대변하러 여기온 것이냐!

그만큼 얘기 했으며 알아 들어야지!

이런 상태로는 회의 진행이 불가하여 오늘 회의 끄낸다 향후 품질회의는 품질본부 박승도 부장이 주관하던가 품질본부에서 해결 바란다면 보고 있던 회의 파일을 접으면서(이때 탁자에서 약간의 웅소리가 남) 자리에서 일어나서 회의장 밖으로 나감.

이상 상황대로 보고 드립니다.

2005. 9. 17

공장장 이사 김 회일

## 〈본인 의견〉

1. 업체 품질회의는 매월 품질본부장 주관 각 공장에서 실시하나, HMMMA의 경우 공장가동의 주 저해요소로서 9월 부터 매주 금요일 실시하여, 업체 상층부에 그 상황을 정확히 인지시켜 부품 품질의 향상을 유도키 위함이나 당사 자재 담당자들이 그 목적을 정확히 인지 못하고 있는 것으로 사료됨.
2. 공장장이 회의 주관시 몇번의 똑같은 상황 설명, 자재할 것을 요청하였으나 계속 업체의 대변자 역할을 하며 회의 지연시킴.
3. 부품업체 및 당사 직원들 앞에서 회사의 이미지 및 공장장 이미지 실추시킴.
4. 금번이 2번째 회의로서 향후 부품업체 Claim 회의시 상당한 영향이 우려되며, 또한 향후 본인의 회의 주관이 어려울 것으로 사료됨.  
HMC와 같이 품질본부장 주관 부품 품질확보 회의가 바람직 할 것으로 사료됨.

- 끝 -

## 9월 16일(금) 10:00 업체품질회의에서 발생한 사건

본인이 품질회의에 들어갔을 때는

O/S Mirror의 버핑문제에 대해 무라카미에서 대책발표를 거의 끝내고 있었음.

업체에서 버핑에 대한 원인 및 대책을 발표하고 난뒤

김희일이사님께서 무라카미의 회사경력,납품처등을 질문하자

무라카미 일본직원이 영어를 잘 못 알아들어 엉뚱한 대답을 하자

개발부에 최정연부장이 일본말로 통역였는데

회사는 60년 역사를 가지고 있고,미국에서 토요타,니산,혼다공장에 납품하고 있고, 품질문제는 거의 없었다고 대답함.

김희일이사님께서 왜 HMMA에는 기본품질도 못 지키는냐고 질책을 했음.

그러자 무라카미에서는 스크래치문제는 무라카미 귀책이 아니고

글로벌비스가 서열작업중 발생시킨 문제라고 주장함.

김희일이사님께서 버핑문제에 대해서만 대책을 발표하고 재발방지를 약속하고 스크래치문제는 안전에 포함되지않은 문제이니

이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결할 것을 지시함.

그래도 무라카미직원중 한명이 미러 두개를 광광 마주 부딪치며

(감정이 약간 실려있다는 느낌을 느낄 정도로)

이렇게 글로벌비스에서 다루는데 스크래치가 나지않을 수 없다고 주장하며 미러를 테이블 위로 툭 던졌음.

(한국사람의 눈에는 고의적으로 기분 나쁘다는 표현으로 느껴졌음)

김희일이사님께서 스크래치문제는 안전과 별개의 문제라고 다시 한 번 더 강조하고 이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결할 것을 재차 지시함.

또 글로벌비스 최진호부장을 호출해서 함께 실무회의할 것을 지시함.

그리고 업체품질회의의 목적에 대해서 설명하면서

양산라인에 무결점의 부품을 공급하기위한 대책을 발표하는 자리에서

업체간 발생한 문제를 이 회의에서 논의하는 것은

관련없는 업체,담당자들까지 시간을 낭비하므로

이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결하는 것이 타당하다고 설명함.



2020

랩 사이러스가 스크래치문제도 안전통보시 포함되어있었고  
이것때문에 여러명이 2~3일간 몽고메리에 출장와서  
문제점을 조사하느라 몇 천불의 비용이 발생했고,  
그 원인이 글로비스에 있는데 왜 발표를 하지않는냐라고 말하며  
업체를 두둔하는 듯한 모습을 보여주었음

김희일이사님께서 개발 최정연부장에게 "품질회의의 목적을 설명했고  
업체에서는 자기 잘못에 대해 대책만을 발표하고  
스크래치 문제는 별도의 실무회의에서 소명할 기회를 준다고 해도  
이런 식으로 개발에서 업체 편들기 하면 품질회의를 진행시킬 수 없다"고 말하고  
무라카미 발표 건은 중지시킴.

그래도 랩 사이러스가 스크래치문제도 안전통보시 포함되어있었고  
왜 발표를 못 하는냐, 그러면 안전이 잘못 통보된 것이 아니냐,  
그것때문에 무라카미의 여러 엔지니어가 남의 문제를 조사하느라  
시간과 돈을 소모했다고 계속 주장함.

곧 글로비스 최진호 부장이 도착하고  
스크래치문제는 별도 실무회의를 즉시 하기로 하고 다른 회의실로  
무라카미, 개발부 최정연부장, 최진호부장, 품질관리부 직원등 옮겨갔음.

2005.9.16 조 봉관

# 3

**From:** Kalson, John HMMA/Production Sub\_Div  
**Sent:** Saturday, September 17, 2005 8:02 AM  
**To:** Kalson, John HMMA/Production Sub\_Div  
**Subject:** Weekly Part Quality Meeting Events - 9/16/2005

The following is a sequence of events that occurred during the Weekly Parts Quality Meeting held at HMMA on 9/16/2005.

1. Side mirror supplier Murakami was invited to present the status of defects that have been affecting quality at HMMA.
2. The meeting was attended by HMMA members, HMC members, Murakami representatives, and another supplier who was also scheduled to present status.
3. The meeting began with Mr. Mark McDonald (Murakami Quality Manager) presenting status of "buff" marks on the outer surface of the mirror assemblies.
4. Mr. McDonald stated that low light levels were the root cause of the buff marks since the operators could not see buff marks and scratches and fix them during their operations. He also stated that the light levels were increased to solve the problem.
5. Mr. McDonald then proceed to go to the next issue which he reported that was a packaging issue and lack of proper cure time (bar marks were being left on the mirrors, and he believed these were the root causes).
6. At some point during these discussions, Mr. H.I. Kim (COO - HMMA) asked the Murakami representatives how long they had been in business. The answer was given as 60 years. Mr. Kim then asked how come the light levels were not correct at the start. The question was stated as that Murakami has been in business so long; that he wanted to know how a basic quality system item could have not been correct.
7. During this part of the conversation, it was stated by Mr. R. Cyrus (Director Purchasing - HMMA) that all defects were not caused by Murakami, and that Glovis was the problem with the mirror defects.
8. Mr. Cyrus also then defended the packaging concerns that Murakami was facing and stated that HMMA accepted it and that Murakami did not do any other packaging like that for any of its other customers.
9. During this part of the conversation, Mr. Kim again stated the purpose of the meeting was to review the basic quality problems that were the responsibility of Murakami, and what they were doing about that. Mr. Kim also stated that a meeting between the parties (HMMA, Glovis, and Murakami) would be necessary to discuss and solve the issues that were stated by Mr. Cyrus.
10. Mr. Cyrus then stated something to the effect that "how can we ask a supplier to come and present the issues when we (HMMA) don't even have any data?" He also stated that we are in the process of charging Murakami with "over 200 minutes of downtime" and they are not responsible for that.
11. At some point in these discussions Mr. Cyrus was very outraged and said that "Murakami has spent 2,3,4 thousand dollars coming here to present their issues and that we need to let them speak"
12. Some time during this exchange, Mr. Glen Roberts (Assistant General Manager - Murakami) went over and picked up two mirrors violently hit them together to cause a scratch, said that this is what Glovis does, and threw the mirrors in the middle of the table.
13. Mr. Roberts then said something to the effect of "HMMA has asked us to come here and speak, and we are going to speak about what we want to speak about"
14. Mr. Kim again re-emphasized the fact that a separate meeting needed to be had by the parties to discuss the scratches and that it was not the intent of the meeting to discuss those items at this point.

15. At some point Mr. Chris Susock, stated that the concerns with the mirrors were causing HMMA downtime and repairs and that Murakami has a responsibility for that. Mr. Cyrus at some point here said "that's Bullshit".
16. I (John Kalson) interjected that "I expect the parts to be "good" out of the box and it is the responsibility of the supplier to make sure they are, and if the parts are not good, we must repair". Mr. Cyrus then said that "the operator should find the defects before the parts are installed". I said to Mr. Cyrus that "the job of the operator is not to inspect parts, that is the responsibility of the supplier, if the operators does see a defect, he will not put the part on, otherwise we have inspection process downstream that find defects, and when we find defects we must fix them". Mr. Cyrus then stated to me "that's not how Toyota does it, and let me teach you something about production systems".
17. At some point during theses ongoing exchanges (which had been going on a while now), Mr. Kim stated that this meeting cannot go on like this and ended this session immediately.

In my opinion Murakami did not act as a respectful supplier. All of the Murakami representatives did represent themselves in a professional manner. They were confrontational and could not accept that they were indeed causing issues at HMMA.

Also, I was very embarrassed at how our purchasing team acted. It seemed like they were working for the supplier. In my opinion, no matter if HMMA is right or wrong, we need to always stick together.

Finally I respect how Mr. H. I. Kim conducted the meeting in the face of the "battle". He was calm. He tried to get the supplier on track and speaking about their issues several times. Finally when there was no hope for further discussion, he ended that portion of the meeting.

**J. G. Kalson**  
**Director - Production**  
**Hyundai Motor Manufacturing Alabama**  
**(334) 387- 8564**

**Kalson, John HMMA/Production Sub\_Div**

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9/17/2005

0205



  
9/17/2005

**J. G. Kalson**  
**Director - Production**  
**Hyundai Motor Manufacturing Alabama**  
**(334) 387- 8564**

9/17/2005

0206

## John Kalson 확인서

1. HMMA 품질에 영향을 주고 있는 불량 대책 발표를 위하여 미러 공급업체인 무라카미가 당사를 방문하였다.
2. HMMA 인원, HMC 인원, 무라카미 인원 및 다른 회사 인원이 회의를 참석하였다.
3. 무라카미 품질관리 부장인 Mark McDonald씨가 미러 표면의 버핑 마크 문제를 설명하면서 회의가 시작되었다.
4. McDonald씨는 작업자가 작업중 버핑 마크나 스크래치를 보기 어렵기 때문에 근본 원인이 조명이 부족하다고 설명했다. 또한 이 문제점을 개선하기 위하여 조명을 높였다고 말했다.
5. McDonald씨는 다음으로 포장 문제 및 적합하지 않은 건조 시간 부족을 설명했다. (미러 표면에 마크가 남아 있어 근본원인으로 생각하고 있었다)
6. 이 문제 협의 과정에서 김희일 공장장께서 무라카미 대표자에게 얼마동안 이 비즈니스를 하고 있느냐고 물었다. 답은 60년이었다. 김 공장장께서는 어떻게 처음부터 조명 레벨이 맞지 않았느냐고 물었다. 무라카미가 그렇게 오랫동안 이 비즈니스를 하고 있는데도 불구하고 어떻게 이러한 기초적인 품질 시스템 항목이 간파될수 있느냐고 질문하셨다.
7. 이 토의 과정에서 구매 담당 이사인 Cyrus씨가 모든 불량은 무라카미에 의해서 발생되지 않고 글로비스에 의해서 발생되었다고 언급하였다.
8. Cyrus씨는 무라카미가 직면하고 있는 포장 문제에 대해서 변호하면서 타 자동차회사에서는 사용한 적이 없는 포장 사양을 HMMA가 승인했다고 언급하였다.
9. 이 과정에서 김 공장장께서는 이 회의의 목적이 무라카미가 책임이 있는 기초 품질 문제와 대응방안에 대하여 검토하는 것이라고 언급하셨다. 또한 Cyrus씨가 언급한 문제에 대해서는 관련 부문간(HMMA, 글로비스, 무라카미) 별도 회의가 필요하다고 언급하셨다.
10. Cyrus씨는 데이터가 없는데 어떻게 협력업체를 불러서 발표를 시킬 수가 있느냐고 하였다. 또한 무라카미에게 200분 이상의 라인정지 크레임을 부가하는 중이나 무라카미가 책임이 없다고 하였다.
11. 이 협의 과정에서 Cyrus씨는 격양하여 무라카미는 이 문제를 발표하기 위하여 이 곳에 오기 위하여 2,3,4천 달러를 소비하였다고 하였다.
12. 이 과정에서 무라카미 세일즈 부장인 Glen Roberts씨가 두개의 미러를 심하게 쳐서 스크래치를 만들고서는 이 것이 글로비스가 하고 있는 상황이라고 하면서 테이블 중앙에 미러를 던졌습니다.
13. Roberts씨는 HMMA가 우리를 여기에 오게 해서 발표를 시켰기 때문에 우리가 말하고 싶은 것을 이야기하는 것이라는 식으로 무엇인가를 말하였다.



14. 김 공장장께서는 스크래치에 대한 별도의 회의의 필요성과 이 시점에서 이 문제를 거론하는 것은 회의의 의도가 아니라고 재 강조하셨다.
15. Chris Susock씨가 미리 불량으로 인한 라인정지 및 리페어 문제점을 거론하면서 무라카미의 책임이라고 하였다. Cyrus씨는 그 말에 답하기를 개소리(Bullshit) 라고 하였다.
16. 나(John Kalson)는 납품박스의 제품이 양품이어야 하며 그것을 보증하는 것이 업체의 책임이며, 불량일 경우에는 우리가 리페어해야 한다고 하였다. Cyrus씨는 작업자가 장착 전에 결함을 찾아야 한다고 말했다. 나는 Cyrus씨에게 작업자의 업무는 부품을 검사하는 것이 아니고 부품 품질 책임은 업체에게 있다고 하면서, 작업자가 결함을 발견하면 장착을 하지 않지만, 그렇지 않을 경우 검사공정에서 결함을 발견해서 리페어를 한다고 하였다. Cyrus씨는 나에게 그것은 토요타 방식이 아니며, 내가 생산시스템에 대하여 가르쳐 주고 싶다고 하였다.
17. 계속되는 말싸움 과정에, 김 공장장께서 이런 상태로는 더 이상 회의를 진행할 수 없어 즉시 종결한다고 말씀하셨다.

주관 품질 회의  
(번 3)

## 주간 부품 품질 회의 시 사건 (2005년 9월 1

다음은 05년 9월 16일 HMMA 주간품질회의 시 발생한 일련의 상황입니다.

1. 사이드 미러 납품업체인 무라카미는 HMMA에 출석하여 그 품질 불량에 대해 설명하라고 요청 됨.
2. 품질회의에는 HMMA, HMC, 무라카미 그리고 타 업체 관계자들이 출석.
3. 품질 회의 첫번째로 무라카미 품질과장인 마크 맥도날드씨가 미러 외면의 “buff mark”에 대해 설명.
4. 그는 작업자들이 조명이 어두워서 스크래치나 buff mark를 발견하지 못했으니 조명이 근본 원인이라고 말함. 이 문제를 해결하고자 조명을 더 밝게 했다고 설명.
5. 맥도날드씨는 다음 이슈로 팩킹 문제와 페인트가 마를 적절한 시간(cure time)이 없다는 문제를 거론했으며 이런 이유로 미러에 막대 모양 자국이 남는다고 설명.

6. 이런 토의 과정 중에 김희일 이사가 무라카미는 얼마나 오랫동안 이 비즈니스를 했느냐고 질문. 60년이라고 답변. 그러자 김 이사는 왜 처음부터 조명이 적절하지 못했느냐고 문의. 질문의 요점은 무라카미가 그렇게 오랫동안 사업을 했으면서도 왜 그런 기본적인 품질 확보 시스템도 없었느냐는 것이었음.
7. 이런 일련의 토의 와중에 랍 사이러스는 미리 불량 원인은 무라카미에 있는 것이 아니라 글로비스에 있다고 말함.
8. 랍은 팩킹 문제에 대해 무라카미를 옹호했으며 HMMA가 그런 팩킹을 인정했기에 다른 납품처에 하는 것과 같은 팩킹을 하지 않아다고 말함.
9. 토의 중에 김 이사는 이 회의의 목적은 무라카미가 책임져야 하는 근본적인 품질 문제를 검토하는 것이라고 말함. 또 그는 랍이 제기한 문제에 대해서는 HMMA, 글로비스 그리고 무라카미가 별도로 모여 회의를 하자고 말함.
10. 그러자 랍은 “HMMA가 확실한 데이터도 없이 업체를 불러 품질 문제를 설명하라고 요구할 수 가 있느냐?”라고 말함. 그는 또한 우리는 지금 무라카미에게 무려 200분 이상

의 시간을 비생산적인 활동에 허비하게 만들고 있으며 이에 대해 무라카미는 책임이 없다고 말함.

11. 이런 토론 중에 랍은 격분하여 “ 무라카미는 여기 오는 데 무려 2,3,4천달러를 소비하고 있으므로 그들이 이야기 하고 싶은 것을 말하도록 기회를 줘야 한다”고 말함.
12. 이런 토론 중에 무라카미의 차장인 글렌 로버트는 두 개의 미러를 집어서 난폭하게 부딪혀 스크래치를 내고는 이것이 글로비스가 하는 일이라고 말하고 미러를 탁자 중앙에 던짐.
13. 그러고서 글렌 로버트는 HMMA가 우리를 여기에 오 라 해서 왔으니 할 말을 해야겠다고 말함.
14. 김 이사는 스크래치 문제는 이번 회의의 의제가 아니 니 당사자간 별도 회의를 가져야 한다고 다시 강조.
15. 토의 중에 크리스 수석은 미러의 품질 문제 때문에 HMMA가 조업 중단되고 리페어하게 있으므로 무라카미가 책임져야 한다고 말함. 랍 사이러스는 여기서 “그것은 bullshit(과장된 헛소리)하고 말함.
16. 본인(존 칼슨)은 이 대목에서 “나는 미러를 포장 상자

에서 꺼낼 때 온전한 상태여야 하며 온전치 못하다면 무라카미가 책임을 지고 수리해야 한다”라고 말함. 이에 랍은 “작업자가 정작 전에 미러를 검사해야 하고 만약 불량품이 있으면 장착하지 말아야 한다. 또 후속 검사 과정이 있으니 그때 불량을 발견하면 수리하면 된다”라고 말함. 그러면서 랍은 생산에 대해 나에게 한 수 가르쳐 준다면 도요다에서는 그런 방식으로 한다고 말함.

17. 이런 한동안 계속되었던 일련의 토의를 지켜보던 김이사는 이런 식으로는 회의가 안된다면서 즉시 회의 종료를 선언.

제 의견은 무라카미가 공손히 행동하지는 않았다는 것임. 모든 무라카미 측 참석자들은 프로페셔널하게 자신을 옹호했음. 그들은 그들이 HMMA에 문제를 야기하고 있다는 점을 인정하지 않았음.

또한 HMMA구매팀의 행동에 대해서도 당혹했음. 그들은 마치 서플라이어를 위해 일하는 것 같음. 제 생각은 우리 HMMA가 옳든 그르든 간에 우리는 항상 하나로 뭉쳐야 한다는 것임.

마지막으로 그런 전쟁과 같은 회의에서 김 이사의 행동에 대해 존경함. 그는 침착했고 무라카미가 제 위치로 돌아가 말할 수 있도록 하기 위해 여러 번 시도 했음. 그러나 최종적으로 더 이상 희망이 없다고 판단되자 그는 즉시 회의를 종료 시켰음.

존 칼슨



#4

## Production Control Team

## Inter Office Memo

Mr. 9/16/05 <i>[Signature]</i>	Sr. Mgr.	HOD

PAGE 1 OF 1

Murakami Meeting - September 16th

Date: 9/16/2005

A meeting was convened with Murakami to discuss current quality issues. There had recently been a large number of rejects which had caused 200 minutes of downtime on the door line. Murakami had flown down with three representatives from the plant, Senior vice president, Sales Manager and Quality Manager.

The meeting began by Murakami explaining there curing process and the problem with packaging with the part had not fully cured. This has been creating a bag mark on the parts. The cause they believed is the packaging which touches the A class visible surface. It was requested that they change the pack from a vertical tote that contains 5 parts to either a rack which holds 48 or a tote that holds 3 parts in an horizontal alignment. Due to sequencing space concerns Harry Chase rejected the rack in favor of the pack containing 3 parts which is currently being utilized by Toyota.

The meeting was then redirected to comment on the experience of Murakami by Mr. Kim. Murakami explained that they had 60 years experience with Japanese companies and many transplants in the States. There was minor discussion on the lighting levels at Murakami in the packing area.

The direction of the meeting changed when Murakami insisted that the recent rejection of parts was not caused by them but by handling at Glovis which provides sequencing for HMMA. It was also commented that 89% of the rejected mirrors being rejected, by Glovis subcontractor QLS, were of satisfactory quality. Mr. Kim asked that the topic of the meeting be discussed and not other external factors. He requested that Murakami explain there quality system and how they were addressing their issues that were creating problems at HMMA.

At this juncture the Sales Manager requested that the reason was not Murakami but Glovis and wanted the Quality Manager to finish. Mr. Kim requested that we focus on the issue and a meeting could be held later with operational staff to resolve these issues. Murakami became irate and the sales manger raised his voice in an unprofessional manner and began to protest. He grabbed 2 mirrors to demonstrate how they could be damaged. Mr. Kim again requested that Murakami focus on their issues and not other topics.

Parts development became involved and believed that Murakami should be able to explain their side as this was the reason for them being charged 200 minutes of down time. They pointed out that they had spent 3 to 4 thousands dollars to come to HMMA and should be able to explain. Again Mr. Kim insisted that they remain on the task.

The meeting ended at the request of Mr. Kim after heated discussion between Parts Development, Quality and Production.

0214

## 주간 납품업체 회의 기록

Harry Chase, PC Manager

9/16/05

이 회의는 Murakami의 현 품질 문제를 협의 하기 위한 것이었다. 최근에 약 200분의 라 인정지를 야기시킨 문제가 발생했고 Murakami은 새사람의 고위 간부가 비행기로 날라왔다.

이 회의는 포장문제에 관한 조사를 설명하는 것으로 시작됐다. 원인은 포장이 미러를 터치 하는 것으로 규정됐고 정량을 5개 에서 48개의 백이든지 아니면 3개짜리로 바꾸도록 요청 되었으나 서열 상의 문제로 본인 Harry는 거절했다.

회의는 Murakami의 전등에 관한 문제와 관련된 공정관리 경험의 문제로 공장장님에 의해 재 조명됐다.

이 회의의 방향은 Murakami의 잘못이 없고 Glovis의 잘못이라는 주장으로 다른 곳으로 가 버렸다. Murakami는 Glovis의 3자 용역업자인 QLS의 미리 불량품 중 89%가 사실은 합격 품이다라고 했다. 공장장님은 이 회의의 본의는 불량품의 공정상의 원인과 재발 방지 대책 의 협의에 있으며 상기 언급사항은 추후 별도 실무자와의 협의를 통해 해결하고자 상기 시 켜올 때 Murakami의 간부는 분노해서 연성을 높였으며 비 전문가적인 행태로 항의 했다. 상기 Murakami 간부는 미리 2개를 집어 들고 굵힘이 어떻게 생기는지를 보여주었다.

공장장님은 본회의의 주제를 재삼 상기시켰다. 구매는 이에 가담해서 Murakami의 의견을 들어 주어야 한다고 했다. Murakami 는 3 에서 4천불의 경비를 들여 현대에 왔기에 자기 의견을 발표 해야 한다고 했다. 공장장님은 회의 안전에 주목하길 요청하셨다.

이 회의는 구매와 품질과 생산의 격앙된 회의 끝에 끝났다.

#5

## 9월 2차 품질회의 시(9월16일 10:00~) 발생 상황 보고

0216

1. 문제 내용  
(협력업체 품질회의시, 2005.9.16, 발생한 상황입니다. 품질보증 박승도 부장)

아웃 사이드 미러 하우징 버핑 마크/크레이터/스크래치 문제로 생산 차질 및 품질 문제 발생

## 2. 품질 문제 개선 대책 발표

부품 협력업체의 8,9월 부품 불량으로 인한 생산 라인 중단 현상을 부품검수에서 발표하고 본회의 의제인 아웃사이드 미러 업체인 무라카미의 상기 문제에 대한 대책 발표가 시작되었음

- 1) 무라카미 현지인(발표자:품질담당 메니저)  
현상 및 대책 설명 중 스크래치 문제는 글로비스의 핸들링 시 발생한 문제임을 강조
- 2) 공장장(김희일 이사)  
무라카미가 아웃사이드 미러 생산 경험과 타 업체 납품 실적 질문
- 3) 무라카미 일본인  
60년 되었고 미국의 도요타 및 닛산에 납품하고 있다고 답변
- 4) 공장장(김희일 이사)  
생산 경험이 많고 도요타 등 타 업체에 납품하면서 왜 현대 부품에는 품질관리를 소홀히 했거나 업체의 품질 시스템에 문제가 있지 않느냐고 질문
- 5) HMM 구매 담당 이사(ROB)  
타 업체(글로비스)가 핸들링 시 발생시킨 스크래치 문제를 무라카미 업체에 변제되는 것은 부당하다고 글로비스가 지게차로 운반도중 바닥에 떨어지면서 발생한 스크래치 발생품의 사진을 올리면서 무라카미에게 변제된 부당성과 문제점의 무형의를 주장

- 6) 공장장(김회일 이사)  
변제 문제와 잘못된 부분은 품질회의 후 별도로 협의하여 합리적으로 처리할 예정이니  
업체가 발생시킨 품질문제에 전념하자고 회의 속개를 지시
- 7) HMMA 구매 담당 이사(ROB)  
계속 스크래치 문제를 언급하면서 무라까미가 대책 발표함은 부당하며, 업체에서  
회의 참석을 위해 수천불의 교통비를 소요하면서 참석했다고 업체 입장 대변
- 8) 구매 주재원(최정연 부장)  
품질회의 안전에 대한 부당함 설명 및 추후 안전 선정 통보 시 좀더 구체적인 분석을 요청  
하여 업체 입장 옹호
- 9) 공장장(김회일 이사)  
다시 한번 품질회의의 취지를 설명하고 본회의의 목적은 공장 가동률 향상과 품질확보를  
위한 회의이므로 품질문제 본질에 충실하자고 호소
- 10) 무라까미 현지인(세일저 메니저)  
구매담당 이사인 ROB과 대화 후 미러 두개를 들고 소리치면서 부딪히며 타 업체의 핸들링  
과정에서 발생되는 스크래치 발생 상황을 재연하며 회의 탁자에 무례하게 쿵 소리가  
나도록 높이면서 회의분위기가 상당히 어수선하여 회의 진행이 어려움
- 11) 공장장(김회일 이사)  
HMMA구매 최부장에게 연성을 높이면서 수 차례 회의 의제에 충실하여 회의를 진행하자고  
했는데 ROB과 당시는 업체 대변하러 왔느냐며 이와 같은 분위기에서는 품질회의 더 이상  
진행이 불가하므로 회의 중단 선언 후 보고 있던 품질회의 파일을 탁자에 세게 접어 쿵 소리가  
나면서 퇴장

# **■ Presentation Topics for the week of 9/16/2005**

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Murakami	Outside mirror	Paint issues (Polishing mark, Crater, Scratches)	341	Downtime (Door line)	20 Min.
		Poor heat staking of inside bush nut (Wind noise)	2	Test track	
Hwashin	Package tray panel	Oil contamination (Crater)	100 %	Paint shop	20 Min.
		Stamping Split	6	Body shop	
		Subwoofer weldnuts misaligned	25	GA (T3)	10 Min.



Murakami Manufacturing USA, Inc.  
Campbellsville, KY

# *NF Outer Mirror Assembly Countermeasure Report*

DATE REPORTED : 09/16/2005



## Buff Marks

### DESCRIPTION OF PROBLEM :

Parts with paint buff marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

Uncompleted buff finishing was performed under insufficient lightening (1,000 lux).

### COUNTERMEASURE :

- Additional lighting installed (2,500 lux) into buff area
- Lighting check sheet created
- Check before operation on 1<sup>st</sup> and 2<sup>nd</sup> shifts using lighting meter
- Lighting criteria : more than 2,500 lux
- Effective date : Sep 14, 2005

### METHOD OF COUNTERMEASURE EFFECT (RESULT) :

100 % Inspection of all assemblies prior to shipping to HMMA.

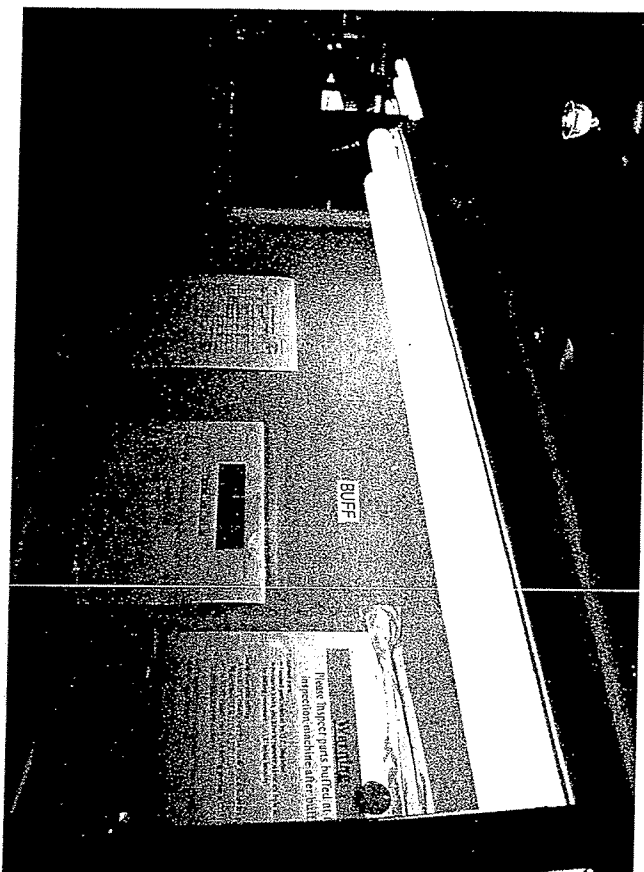
### REFLECTION TO NEW MODEL :

The countermeasure is included in CM process launched in April, 2006

0220

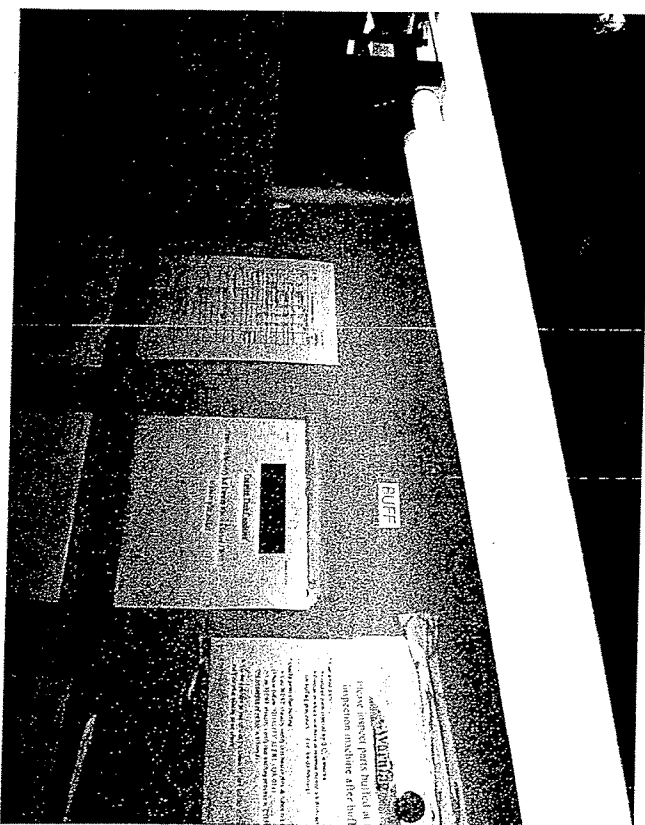
# Lighting Status

Before



1,000 Lux

After



2,500 Lux

0221

# Bag Marks

## DESCRIPTION OF PROBLEM :

Parts with paint bag marks found at HMMA assembly line.

## ROOT CAUSE OF NON-CONFORMANCE :

The paint bag mark is caused by protective bag being imprinted into the paint after leaving MMUS (dark colors only).

Root cause:

1. Insufficient paint cure time (2~4 hrs – after EC change to Housing).
2. Container design (vertical position & rough dunnage).

## COUNTERMEASURES IMPLEMENTED :

- Stabilized curing time (7/25/05)
- New type of protective bag (8/7/05)
- Currently packaging all dark colors outside of the dunnage and protecting part with bubble wrap (extra time & cost).

## REFLECTION TO NEW MODEL :

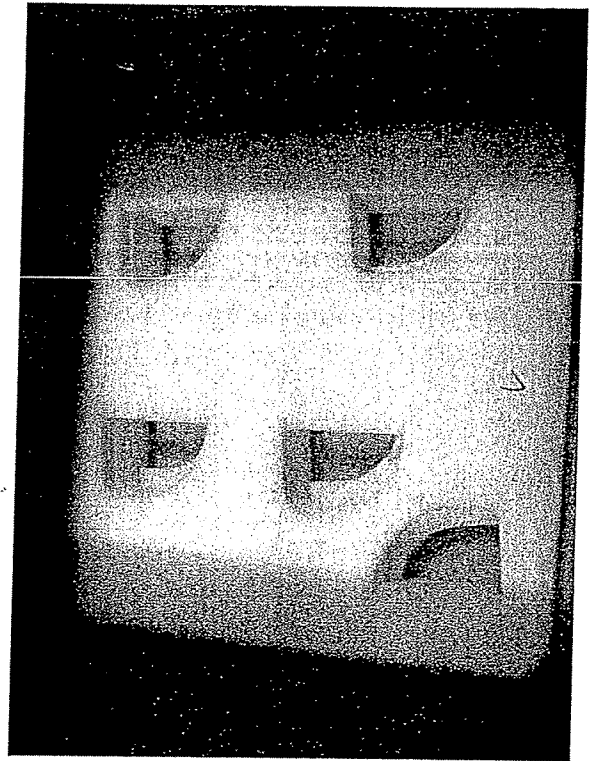
For CM program, different type of part container / dunnage will be proposed.

## Bag Mark

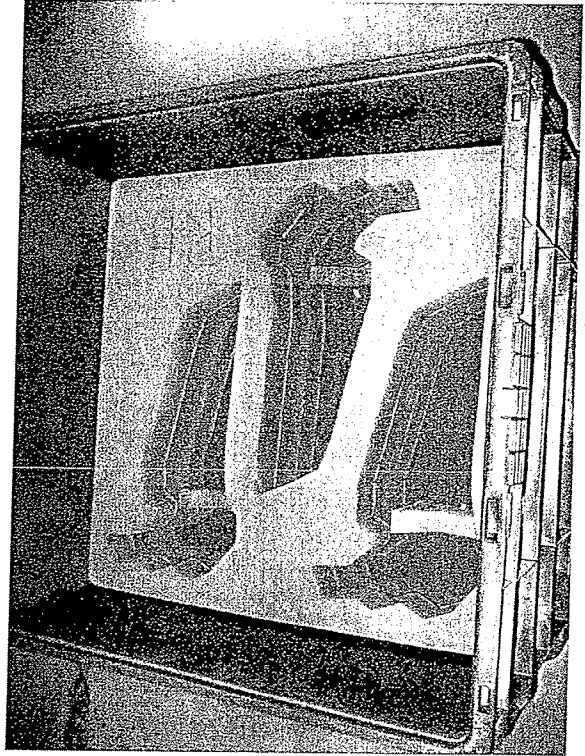
### Permanent countermeasure :

- Container & Dunnage should be modified.

### Current NF Container & Dunnage



### Container & Dunnage currently used by another customer



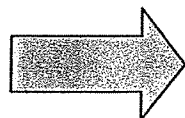
5/7

0223

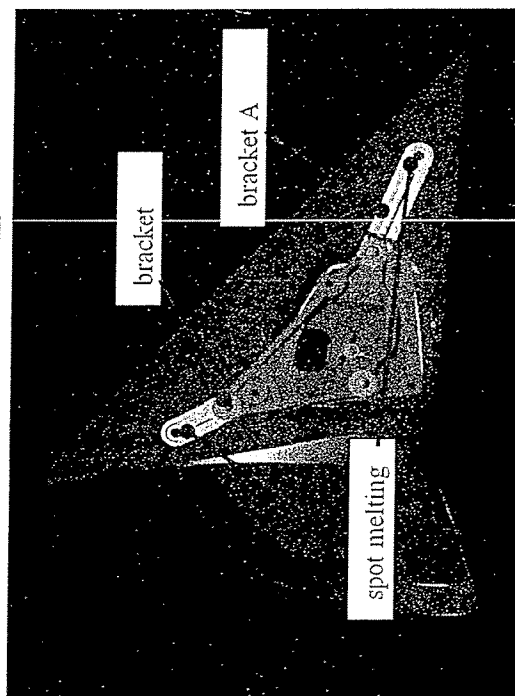
# Poor Heat Staking

## Permanent Countermeasure:

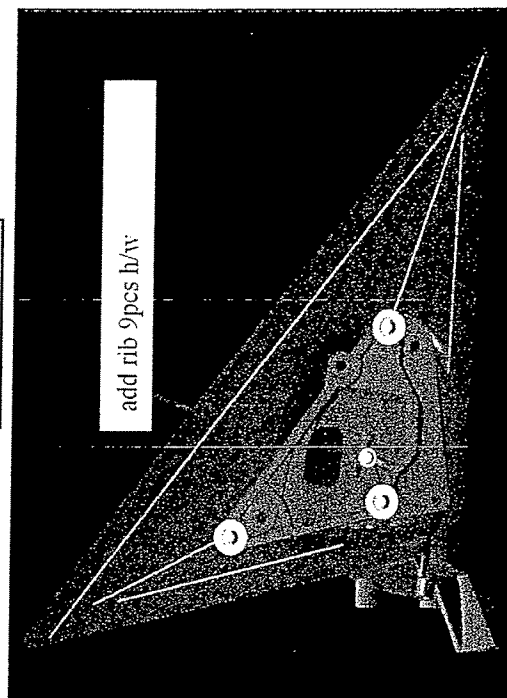
Engineering Change to eliminate heat staking process



Current



New



0224



## Poor Heat Staking of Inside Bush Nut

### \* Root cause of non-conformance:

- 1) Machine malfunction
- 2) Miss-operation (human error)

### \* Temporary Countermeasure :

- 1) Operator verification - Mark a Dot on cover-base to ensure the heat stake process is complete
  - First the operator at heat stake process marks a dot on cover-base after the process then the next operator verifies the heat stake condition is acceptable and marks the part ( on cover-base) (1<sup>st</sup> operator 8/15/05) (2<sup>nd</sup> / audit operator 9/15/05)
- 2) Machine check - Increased frequency of machine function check
  - Check 2 times a day ( start & end of shift) (9/14/05)

### \* Permanent countermeasure :

- Heat Staking Process to be eliminated by introducing the elimination of Bracket and Bracket A (Engineering Change).

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0226

# Package Tray Oil Current Status

## 1. Current Production

Parts are cleaned with HMMA provided alcohol before assembly.

## 2. Further Analysis Sample

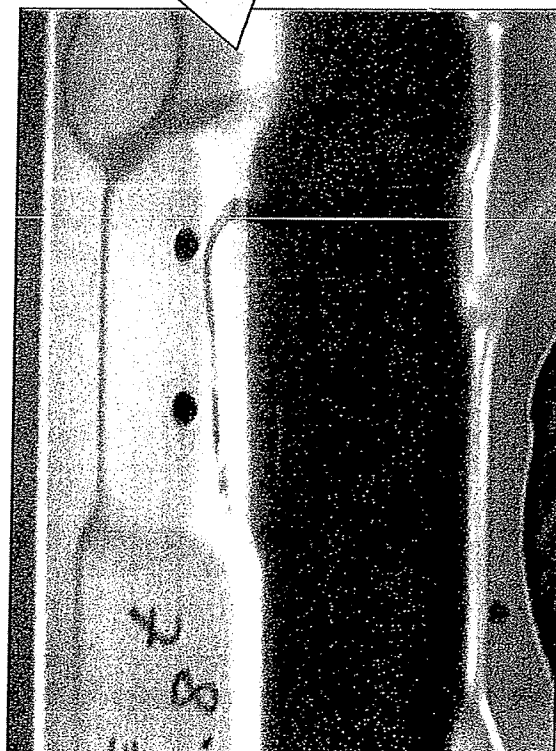
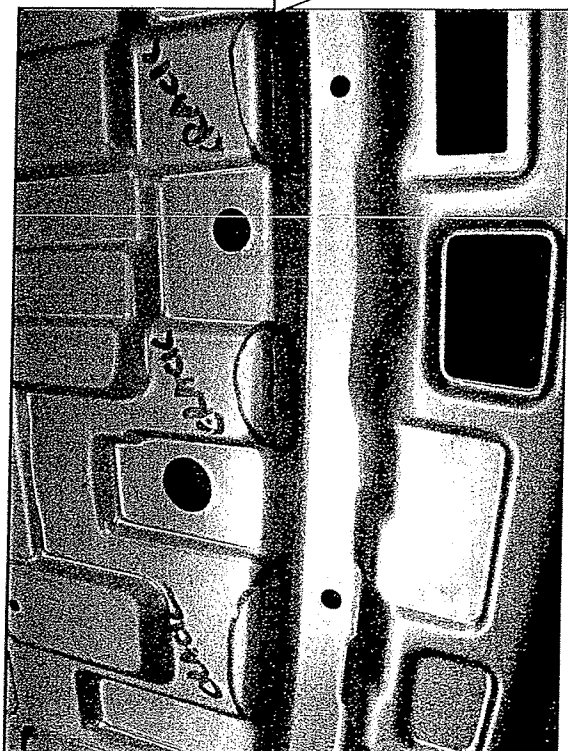
### 1) Package Tray Assembly samples

- 4 samples were submitted to HMMA Paint shop on 9/14/05.  
(1 made-up too much oil, 1 with no wipe out, 2 completely clean)

### 2) Antirust Oil

- Oil specification: VP 101 (Bumwoo)
- Couldn't get sample from Korea: Prohibited for shipping.  
Asked HMC help for analysis.

A high-contrast, black and white photograph of a complex, curved mechanical component, likely a mold or part of a machine. The component features a large central circular opening and several smaller rectangular and circular features. Two white arrows point towards the bottom corners of the component.



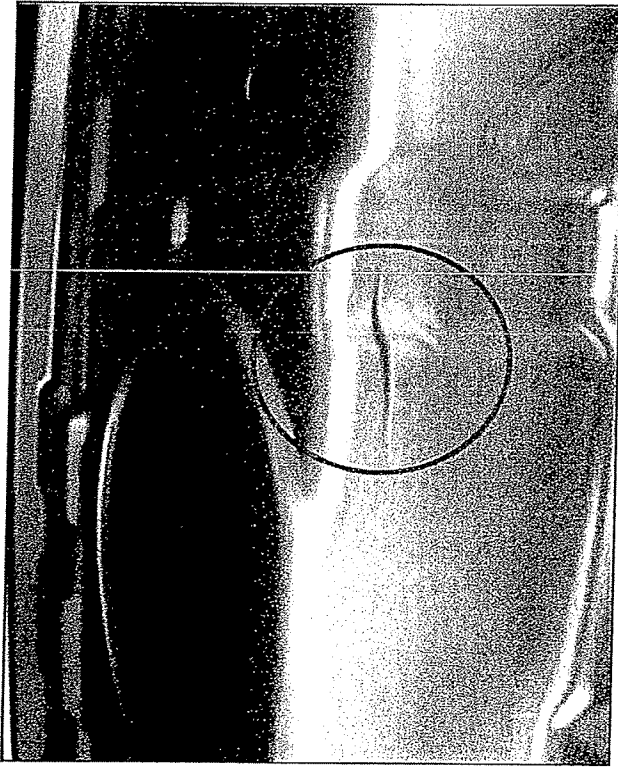


0228

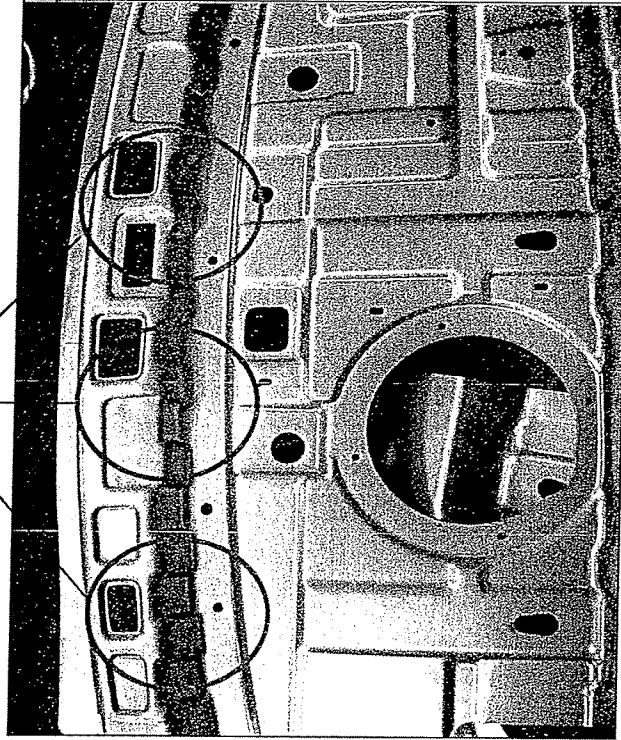
## Hwashin Package Tray Center Production-September 9, 2005

- ☐ Package Tray Center production was made on September 9 at Hwashin. Hwashin and HMC Stamping Engineers adjusted die to cope with present neck and crack issue since there was no other blanks were available.
- ☐ Blank Lot No: S05800969A
- ☐ Coil Lot No: CSNF300BA and AB
- ☐ Total production at 13:30: 1,573 sheets
- ☐ Total failure: 48 (36 near speaker hole, 12 other side)

All of these form area were adjusted by HMC and Hwashin On September 7, 2005



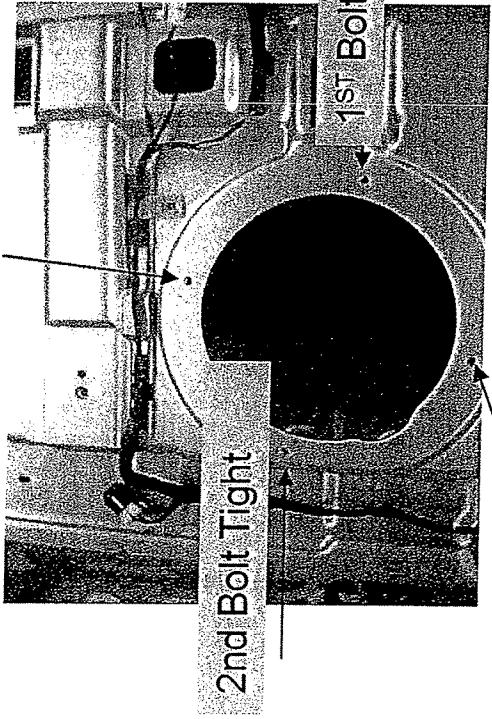
36 failures happened at same locations as shown.  
12 failures happened at the other side with wave.



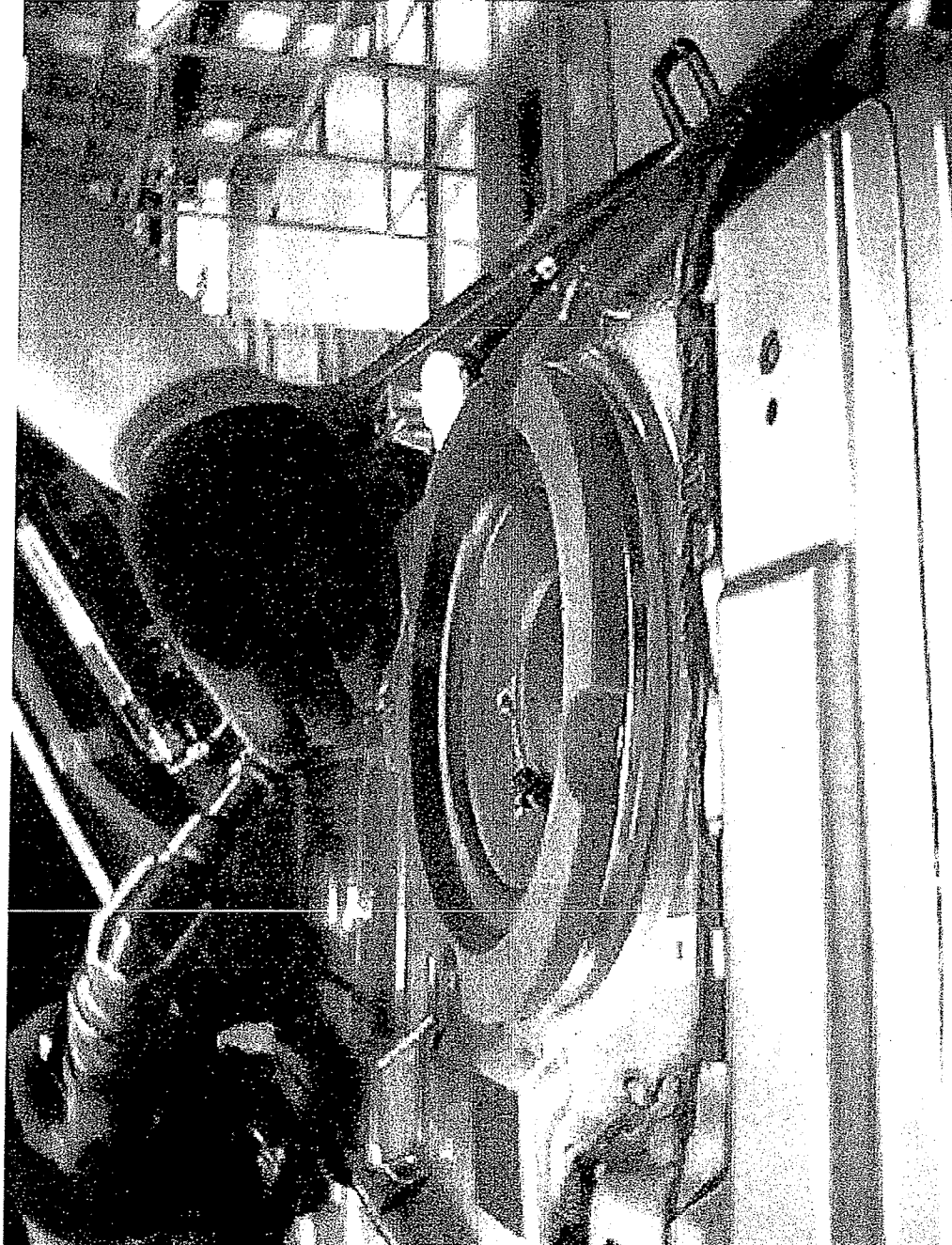
No necks or cracks at the upper form area.  
This area had cracks at last production.  
(Refer to the attached for the past issues.)

# NF Corrective Action Report

HMMA Part Quality

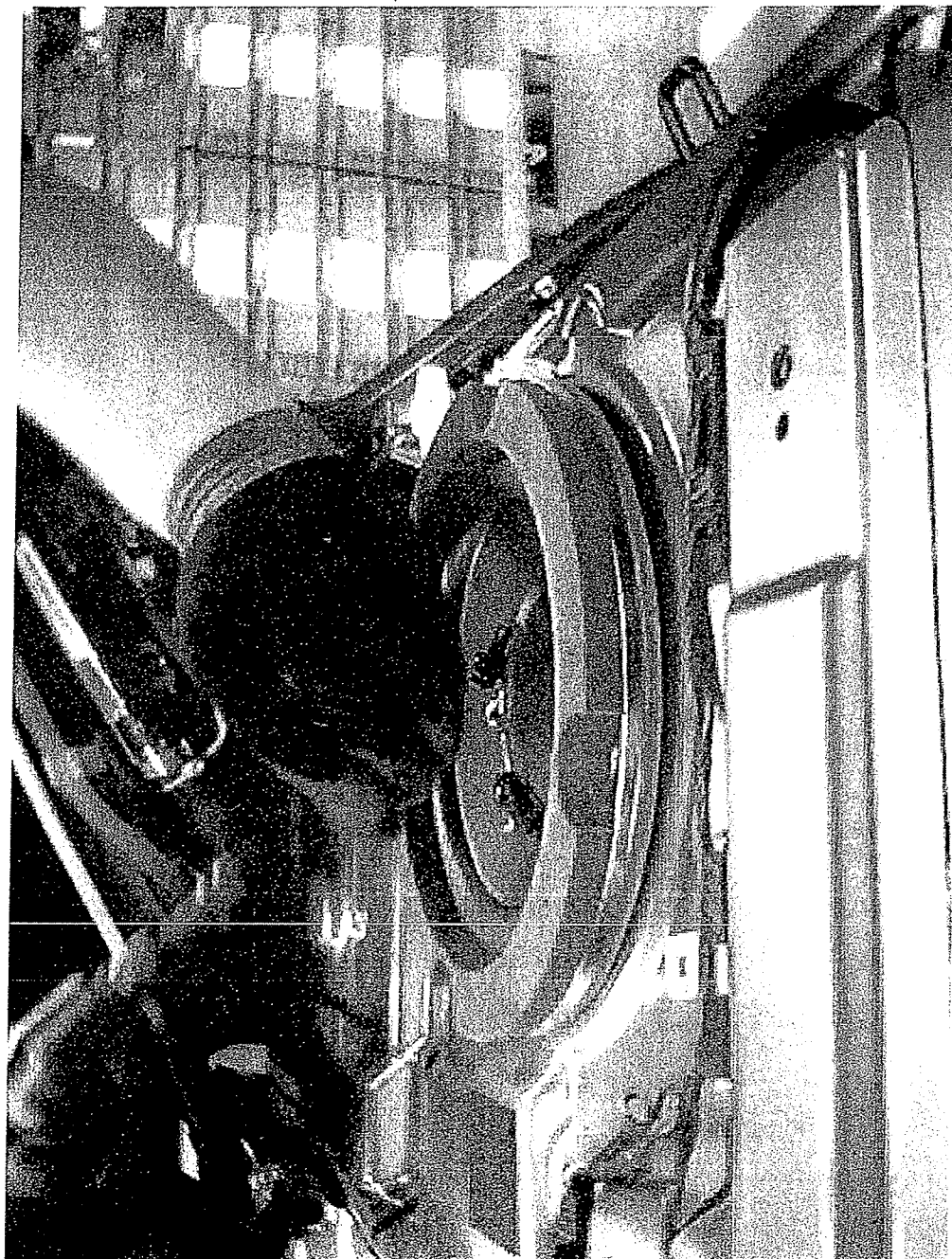
Quality Issues	Action Plan
<p><b>Picture:</b></p>  <p><b>Problem:</b> Cross Threading Weld Nuts During Bolt Installation for Subwoofer Speakers</p> <p><b>Quantity:</b> 25 times in 2 nights Repeat issue</p> <p><b>Date:</b> 09/15/2005</p>	<p><b>Temporary:</b> 24 hrs. Permanent 5 business days</p> <p><b>Nut location:</b> Weld nuts are in correct hole pattern alignment</p> <p><b>Root Cause:</b> Current Bolt has a flat end with no lead in threads or no centering or thread/paint cutting capabilities.</p> <p><b>Countermeasure:</b> <b>Temporary:</b> Use 11251-06203 thread/paint cutting bolt 8mm for subwoofer speaker only. Approve Management Deviation NF-PQ-09-001</p> <p><b>Permanent:</b> Change to 11251-06203 for both subwoofer speaker and plastic cover. Request change to clearance holes in subwoofer gasket</p> <p><b>Effective Date:</b> Upon receipt of additional inventory</p>
Part Name: Rear Package Tray	Part No./EO No./Lot No 11293-06203
Supplier: Hwashin/Glovvis/Delphi	Prepared by: David Blackburn





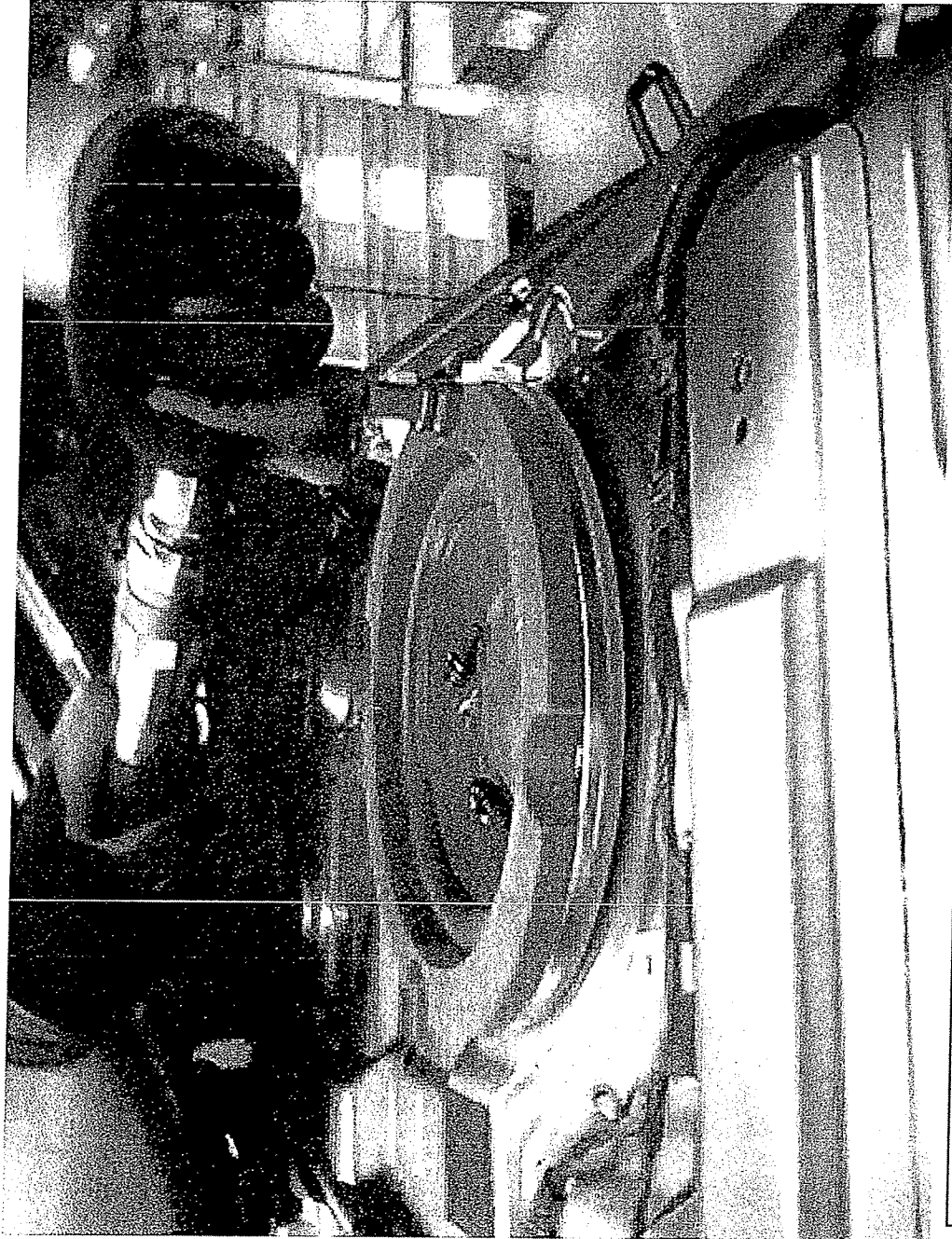
Prior to Bolt Installation – Subwoofer sits flat

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After 1<sup>st</sup> Bolt Installed – Subwoofer angled

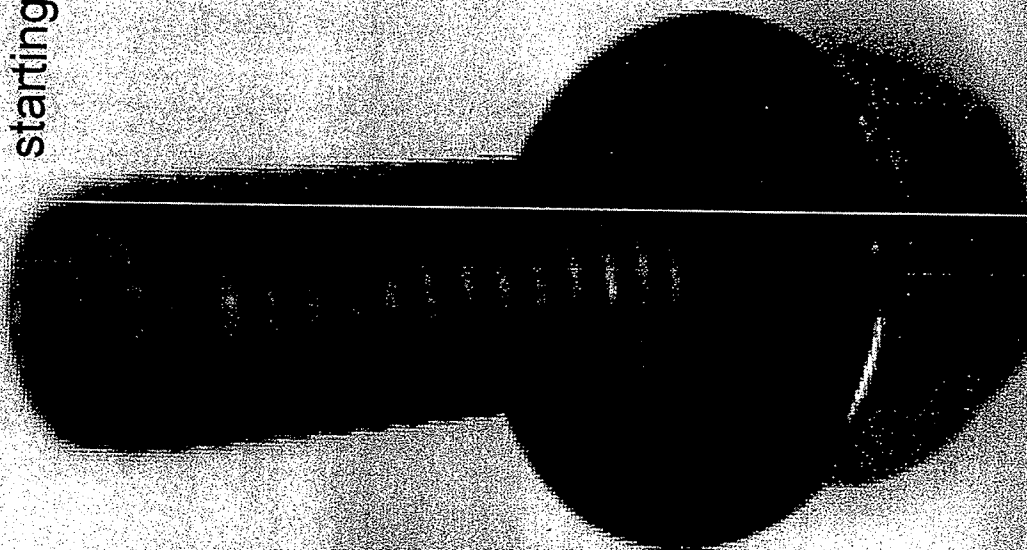




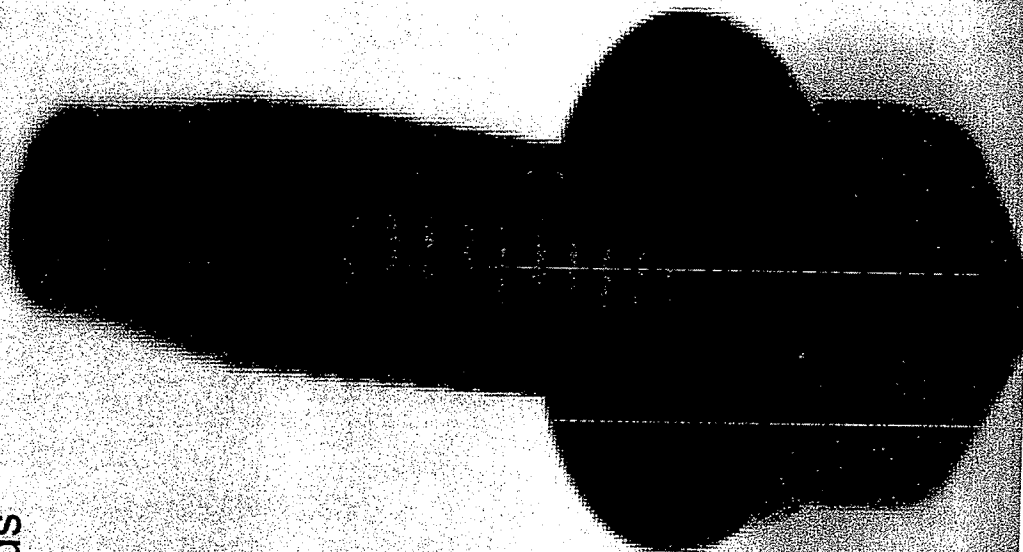
Starting Bolt Installation – Driver not perpendicular

0233

In an effort to make the subwoofer installation easier to align, it has been requested that the bolt on the right replace the bolt on the left to aid in the starting of the threads



Current Bolt (11293-06203)



Recommended Bolt 11251-0603



Subwoofer  
gasket  
shadowing  
hole.

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## Management Deviation(MD) Form

Process/Part Name	Brim Bolt for subwoofer assembly to package tray T3 01L		Prepared By	David Blackburn		Manager	Director	Managing Director
Process/Part No.	11293-06203		Prepared Date	9/15/2005		Preparer's :		
Car Model	NF		Supplier	Glovis		/ / / /		
Application Term for M/D part / process	Current Model: From 09.16.2005. To . . . . . New Model: From . . . . . To . . . . . T1, T2, M1(preliminary Production), M2, Initial MP(Mass Production)		Concerned Vehicle Quantity			Safety <input type="checkbox"/> Customer <input type="checkbox"/>		
Issue:	Operator is crossthreading/stripping the weldnut when installing subwoofer to the rear package tray							
Reason for Deviation:	Elimination of damage to subwoofer weldnut in package tray							
Improvement Plan:	Change BOM and process sheets to change of from current Brim bolt(11293-06203) to PN 11251-06203 thread cutting bolt. Elimination of part number. Elimination of downtime for damaged weld nuts.							
Temporary action before regular part/process application:	Use PN 11251-06203							
Action for After-sales service:	No after sales service required.							
Approval	Initial Approval	Checked				Final Approval		
	Quality Control Sr. Manager	PQ Mgr. (Parts) or QA Mgr. (Process)	Assembly Process Owner Sr. Mgr.	Process Engineering	R&D Manager or Director	Director Production	Director, Quality	
	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	<input type="checkbox"/> Approved <input type="checkbox"/> Rejected	
Sign								
Reason for approval or reject								
1. Use additional paper for different parts with the same issue								
2. Design Director's review needed for the part manufactured by X-drawing.								
3. Obtain a sequential Control No. from a Part Quality AM (part issues) or QA AM (process/equipment issues)								
Note: Assign the number after reviewing with Part Quality or Quality Assurance Assistant Manager								
								Control No.
								MD - NF - 09 - PQ - 001

0235



# 6

## 9월 3주차 부품 품질회의 상황 보고서

일시: 2005년 9월 16일 10:00~11:00AM

장소: HMMA 의장동 1층 알라바마룸

보고자: HMMA 품질관리팀 부장 곽석구



상황: HMMA 9월 3주차 부품 품질회의시 비정상적인 상황발생

## 내용

1. 상기 일시, 장소에서 HMMA 품질관리팀(부품검사과)주관 정례 품질회의인 9월3주차 정기 부품 품질회의가 진행되고 있었는데 본인은 9시부터 진행된 신입사원 채용 인테뷰가 있어 약15분 가량 늦은시각에 참석함.
2. 당시, 첫번째 안건인 무라카미사 아웃사이드 미러의 Scratch문제중 Bag Mark에 대한 대책 발표가 진행되고 있었는데 스크레치에 관한 개선사항으로 전용 용기에 담아 운송하고 있다는 내용을 발표하면서 '글로벌에서 취급상 부주의한 점'을 강하게 불만하는 발언이 있었으며 회의 주관자인 김희일 공장장이 '그런 문제가 있을 수도 있지만 본 회의의 근본 목적이 ①양산공장의 가동을 저해요인 제거, ②완성차의 완제품 품질을 위한 부품 품질 향상인 바 주제에 맞는 큰 틀의 방향에 대한 협의를 하고 마이너한 문제 즉, 취급 부주의한 문제 등은 실무자간 별도 협의를 하여 해결토록 하자는 제언으로 회의 속개 됨.
3. 다시 본론으로 들어가 무라카미사의 전등 밝기 문제를 거론하는 과정에 2,500Lux로 바뀐 장소가 작업장이 아닌 제품 상차장이라는 설명이 있었고 다시 스크레치 관련 문제점이 거론 되면서 글로벌의 지게차 실수로 인한 핸들링 잘못이 화제에 올랐으며 구매부문의 램 사이러스가 강하게 불만함.
4. 이에 김희일 공장장이 글로벌스CC 책임자를 회의에 참석하도록 지시하였고 이에 글로벌스 직원이 급히 최부장에게 연락을 취하러 밖으로 나감. 이어 김희일 공장장이 본 회의의 목적 및 추진 방향(즉 가동을 향상으로 생산성을 올려야 하는 HMMA의 입장, 부품 품질의 향상을 위하여 전 부품업체가 협력해주길 바라는 목적에서 문제 발생분에 대한 Review 차원의 본 회의 취지)에 대하여 재삼 강조함.
5. 이때 정 중앙에 앉아있던 무라카미사의 한 담당자가 포장된 아웃사이드 미러(신품)를 회의실 뒤편에서 가지고 나와 2개를 꺼내어 모든 회중이 보는 앞에서 날카로운 장착볼트 부위와 아웃사이드 미러 베이스면을 두들겨(소리도 컸지만 외관이 날카로운 볼트에 찍혀)심하게 손상이 발생토록하는 항의성 Performance가 있어 회의실에 있던 많은 사람이 당황하게 됨.
6. 김희일 공장장이 차분한 목소리로 '무슨 행동이냐?' 고 묻고 무라카미측에서는 '정성껏 철저히 포장하여 납품해도 방금 본것 처럼 취급한다면 어떻게 좋은제품을 공급할 수 있겠느냐'고 항의하는 답변이 있었음. 이에 다시 본 회의의 목적과 부품 품질 향상에 대한 대책 수립에 초점을 맞추도록 하자는 김희일 공장장의 설명으로 회의는 다시 속개 됨.

7. 이때 랍 사이러스가 '무라카미사의 담당자들은 본 회의에 참석하기 위하여 수천 달러의 비용을 들여 이곳 몽고메리에 왔고 숙박하며 회의에 참석했는데 그 비용은 누구 책임이냐?' 며 '안전선정의 문제'를 항의하는 상황으로 이어지게 되었음.
8. 계속하여 구매부문의 최부장과 랍 사이러스, 무라카미사의 참석자 간 내부 협의가 계속되고 안전 선정에 대한 불만 내용이 표출되어 회의 진행 어려워 짐.
9. 본인은 오후 1시에 계획되어 있는 HMMA주간 품질회의 준비상태 확인을 위하여 잠시 2층 사무실에 올라와 담당자와 회의 준비상태를 점검하던 중 김희일 공장장과 구매부문 최정연부장이 같이 올라오는 것을 목격(1층에서 진행되던 부품품질회의가 비정상적인 상황으로 이어지게 되었음을 감지)하고 계속하여 HMMA주간 품질회의 준비를 하느라 이후 상황은 정확히 감지 어려움.  
=끝=

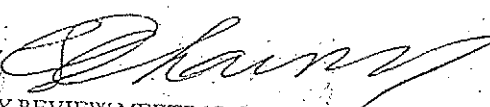
상황 진술자 : 품질관리팀 부장 곽석구.  
2005년 9월 16일



# 7

## INTEROFFICE MEMORANDUM

TO: COO MR. H. I. KIM

FROM: JASON CHI /MANAGER, PARTS QUALITY  서경우

SUBJECT: ACCOUNTS ON WEEKLY PARTS QUALITY REVIEW MEETING OF 9/16/05

DATE: 9/17/2005

[ENGLISH/한글 VERSION]

## Background

The Weekly Parts Quality Review Meeting was initiated by COO Mr. Kim on 9/7/05 in an effort to resolve major quality problems from suppliers that had resulted in to HMMA line downtime with repeated occurrence.

When: 10:00 AM to 11:30 AM Every Friday

Where: Alabama Room

Chaired by: H.I. Kim, COO

Regular Attendees: John Kalson, Director of Manufacturing  
Simon Sung, Sr. Manager of Parts Development  
Rob Cyrus, Director of Parts Management  
Chuck Knowles, Manager of Parts Management  
Chris Susock, Sr. Manager of Quality Control  
Danny Seo, Sr. Manager of Parts Quality.

The parts quality issues are notified to suppliers immediately at the occurrence of the issues using Corrective Action Request form which requires a temporary countermeasure reply within 24 hours followed by permanent countermeasure reply. The request to attend the review meeting is typically notified no later than 48 hours prior the meeting.

For the week of 9/16, Murakami on Side Mirror Paint Issues and Hwashin on Package Tray Oil Contamination and Split were requested to attend the meeting. The quality

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30 issues of both suppliers were repeated and pending over 4 weeks.

31  
32  
33 The Retrospect Minutes of the Meeting

34  
35 The weekly meeting was started as normal. All HMMA executives and the suppliers'  
36 representatives were arrived on time. First, Pareto analysis of overall downtime and  
37 repeated problems by suppliers for the month of August and first two weeks of  
38 September was reviewed. Then, the issues of Murakami were discussed.

39  
40 COO Kim asked Sr. Vice President of Murakami, Komatsu-san, why Murakami such a  
41 supplier with over 60 years of experience of mirror business could make defects like buff  
42 marks and bag marks? These are fundamental quality system issues.

43  
44 Rob interjected and stated that all defects are not created by Murakami and in fact,  
45 Glovis made many defects such as scratches on the mirror by handling mistakes.

46 Rob also stated to Harry Chase, PC Manager that HMMA PC accepted Murakami's  
47 packaging design and now PC says the design is No Good (exchanged with Harry for  
48 more statements defending Murakami).

49  
50 COO Kim reminded that the purpose of this meeting is to review the major supplier's  
51 quality problems and counter-measure not to repeat the problems. COO Kim asked again  
52 to Komatsu-san how and why Murakami did not know that a simple insufficient lightening  
53 at packaging causes buff marks and cure time is required more than 3 hours before  
54 shipping the mirrors.

55  
56 Rob again interjected the questions from COO and stated that 200 minutes of downtime  
57 charged to Murakami is not accurate and much of time should have been charged to  
58 Glovis.

59  
60 COO Kim reminded the participants that the purpose of the meeting is to review the  
61 major quality issues created by suppliers and their counter measure plan. There can be

62 some calculation errors on downtime. Those errors can be worked out in working level  
63 discussion. This meeting is to discuss more fundamental and systemic major quality  
64 issues.

65  
66 Rob stated that accurate downtime is the root of the issue. Murakami has right to speak  
67 what they want and PQ should have been clear on downtime of Glovis and Murakami.

68  
69 Chris Susock, Sr. Manager of QC stated to Rob that PQ has already calculated down time  
70 to the best of ability and Buffing marks issue is real and we need to stick to the issue and  
71 200 minutes down time is irrelevant at this point.

72  
73 Rob sated back to Chris "Bull Sh\_\_s!"

74  
75 COO Kim reminded again the purpose of this meeting. At this point, Glenn Roberts,  
76 General Manager in Sales of Murakami, stand up without permission from his chair in  
77 agitated mode and grabbed two mirror samples from parts container and threw onto the  
78 meeting table and banged each other and stated "I'll talk and discuss what I want to  
79 discuss and that's reason for that I came down here." He went on to explain how many  
80 scratched mirrors that he is getting from Hyundai.

81  
82 COO Kim stated that scratches on the mirror are not that I'm concerned about today with  
83 Murakami. As far as scratches on the mirrors are concerned, I would like to resolve in  
84 working level after this meeting. The concern that I have today is the buffing on the  
85 mirrors. This requires an extensive repair by HMMA members and therefore, I would like  
86 to charge back to all incurred cost of repairs by HMMA members to Murakami.

87  
88 Rob interjected by saying "That too is case by case. I don't believe HMMA is repairing  
89 the mirrors since many mirror are being returned to Murakami."

90  
91 John Kalson, Director of production, stated that the repair is either being done on-line or  
92 off-line. Rob stated "Is this Toyota way to pass on the defects to next customers?"

John Kalson stated "Toyota way or not, it is the fact we have to repair them all by HMMA members."

COO Mr. Kim, at this point, ended the review meeting stating in Korean "How can I run this meeting when our own Purchasing is siding with suppliers on the quality problems?"

As COO Mr. Kim left the room, John Kalson chaired the rest of review meeting with Hwashin to end.

### Personal Opinion

I think Rob could have discussed the downtime issue against Murakami mirrors directly with COO Kim before or after the meeting. This is the reason that well-prepared meeting had to be ended in disrupted manner. The behavior of Glenn Roberts of Murakami was not acceptable as a supplier that supplied the defective parts HMMA line and came to review the problem. As a result of the disrupted meeting, HMMA had lost chance to discuss and plan to resolve the issues of NF side mirror buffing, heat staking, and scratch related downtime.

### 배경

주간 부품 품질 점검 회의는 HMMA 생산 효율에 지대한 영향을 미치는 부품 불량률을 향상 시키고자 하는 취지에서 공장장, 김 이사님의 지시에 의거 9월 7일부터 첫 회의가 시작됐고 공장장님이 직접 회의를 주재 해 오셨다.

[구체적 회의 구성은 영문판 참조]

불량 부품의 업체 통보는 CAR를 사용 발생 즉시 전송되며, 업체는 24시간 내로 임시 대책서와 영구 대책서의 계획을 부품 검수과에 제출할 의무를 갖는다. 회의 참석 요망 업체는 회의 당일로부터 최소 48시간 이전에 통보되고 있다.

9월 16 일의 회의에 참석할 업체로 Murakami와 화신으로 결정되었고 이 업체의 불량 부품문제는 다수의 재발과 영구적인 대책의 부재가 그 결정 이유였다.

## 회고적 회의록

회의는 정상적으로 시작되었다. 참석 예정인 현대의 간부 사원들과 업체 직원들이 모두 참석했다. 우선, 업체 별 불량률과 불량에 의한 라인정지 현황이 보고 됐다.

공장장께서 Murakami 부사장에게 60년의 경험을 갖춘 회사가 buffing 이나 bag mark와 같은 기본적인 품질체계의 문제를 야기시키는가라는 질문을 던졌다.

Rob은 이 질문을 가로 채서 언급된 불량품 모두가 Murakami의 잘못은 아니다. Glovis가 상당량의 굵힘 불량과 책임이 있다. Rob은 PC의 manager인 Harry에게 PC가 Murakami의 포장 설계를 승인 했으나 이제 와서 재 설계를 요청하고 있다. (Rob과 Harry는 좀더 의견을 주고 받음).

공장장님은 본 회의의 주 목적은 주요 불량 부품의 조사 자료 검토와 재발 방지를 위한 대책 수립에 있음을 상기 시켰다. 공장장님은 Murakami 부사장에게 어떻게 해서 포장 실내의 전등의 밝기와 도장의 경화가 3 시간 넘게 걸린다는 극히 기본적인 것이 문제가 돼서 불량품을 낼 수 있는가라고 질문을 했다.

Rob은 또 질문을 가로채서 200 분으로 되어있는 라인정지는 정확하지 않고 상당 분은 Glovis에 분할되어야 한다고 본다 라고 언급했다.

공장장님은 본회의의 취지를 재차 상기 시켰다. 라인정지 시간의 계산시 얼마간의 오차가 날 수 있고 그 것은 실무진 선에서 의논 해결 하길 바란다고 했다.

Rob은 정확한 라인정지 계산이 근본적인 문제이다. Murakami는 이 문제를 의논할 권리가 있고 부품 검수부는 라인 정지 시간을 정확히 계산 했어야 했다.

Chris는 이에 검수부는 주어진 자료로 최선을 다해 라인 정지 시간을 계산 했고 Buffing 이 진정한 문제이고 이 문제에 회의의 초점을 맞추어야 하고 라인 정지 시간은 본회의의 주제와는 무관하다고 말했다.

Rob은 Chris에게 “그 것은 개소리, Bull shits”

공장장님은 회의 취지를 재차 상기 시켰다. 이 때 Murakami의 부장이 상기된 모습으로 자리에서 일어나 머리 2개를 들어 공중에서 심하게 부딪치고는 공장장님 앞 탁자에 던지다시피 올리면서 이래서 굵힘이 발생하고 Glovis에서 대량으로 머리가 회수되고 있다고 했다.

공장장님은 머리의 굵힘은 이 회의의 주요 안건은 아니다. 이 회의 이후 별도의 실무진의 회의를 통해 해결 하길 바라고 Buffing으로 인한 수리가 엄청나고 이에 들어간 수리 비용을 Murakami에 청구 하고 싶다.

Rob은 이 질문을 가로채서 “그 것도 경우에 따라서 틀리다. HMMA 가 그토록 많은 양의 머리를 수리 한다고 볼 수는 없다. 왜냐 하면, 아직도 많은 양의 머리가 Murakami로 회수되고 있다.

John Kalson은 머리 수리는 현재 온라인 오프라인에서 진행되고 있는 것이 사실이다. Rob 은 그 것이 도요타 방식인가? 불량품을 다음 라인으로 넘기는 것이? John 은 도요타 방식이든 아니든, HMMA는 수리를 해야 한다고 했다.

177  
178 이 시점에서 공장장님은 한국어로 이렇게 구매에서 업체 편을 들어주면 어떻게 이 회의를 진행  
179 할 수 있는가라고 하시고 회의장을 떠나셨다. 이 후 회의는 John 이 끝까지 진행했다.  
180

### 181 182 개인의견

183  
184 Rob은 라인정지 시간에 관한 의견 점을 회의 이 후, 별도의 회의로서 (회의 전 Murakami 부장에  
185 게 라인정지 시간에 관한 별도의 회의를 통보했음). 그의 계속적인 회의 주제에서 어긋난 질문과  
186 문란한 언사로 인해 미러 Buffing 과 미러 장착부의 열 부착 처리 불량에 관한 조사 및 대책에 대  
187 한 회의가 불가했다. Murakami 부장의 행태는 불량을 낸 납품업체의 관련 직원으로서 미국 품질  
188 관련 업체간의 관례에 크게 위배되었다고 본다.  
189  
190  
191



*Chris Susock,*

*Sr Mgr. QC*

*# 8*

September 16, 2005

Weekly Supplier Quality Meeting:

Observational account of the facts of this event:

This meeting was hosted by the Part Quality team of the Quality Control department and was chaired by COO Mr. H.I. Kim.

HMMA executive management attendees were Production Director John Kalson, Purchasing Director Rob Cyrus, and Quality Director S.G. Kwak. Several other HMMA salaried members were also in attendance along with other supplier representatives.

The meeting opened with the Murakami Manufacturing Company to discuss the quality issue of Buff Marks on the outside mirror commodity that they supply to HMMA.

Murakami Quality Control Manager began to discuss the issue of the Buff Marks and explain the reasons of which they believe may have caused this issue.

Rob Cyrus interjected and stated that he had a pre-meeting with Murakami and that they concluded that due to an EO change that limited there curing time to 3 hours was insufficient and that the designed packaging caused the buff marks to the product. He also concluded that the packaging should be changed.

Harry Chase, Manager of Production Control department stated that the packaging was designed by Murakami and that they were responsible for the results.

Rob Cyrus stated that that may have been true, but it now needs to be changed.

Harry reiterated that that is still a Murakami issue they own the packaging design but we will work with them.

Mr. Kim interjected and inquired by asking the Sr. VP of Murakami Mr. Komatsu-san how many years has Murakami been in business and who some of there other customers that they provided for. He had also asked that with 60 years of experience that they had, how could they have such basic quality issues like Buff Marks to be supplied to HMMA? This is a basic quality system issue.

Rob Cyrus replied for Mr. Komatsu-san and stated that Murakami was not the problem for all the issues that cause 200 minutes of downtime in General Assembly and that much of the mirror problems are caused by Glovis handling.

At this time Mr. Kim attempted to get the meeting back on track and stated that the purpose of this meeting is to review major supplier problems identified and for the supplier to address those problems that they can control and that we can be assured they

will not repeat. Mr. Kim had also inquire to Mr. Komatsu-san how Murakami could not know that insufficient lighting, curing time and packaging could cause these types of quality issues and not be detected or tested adequately in their quality system.

Rob Cyrus then interrupted by stating that there is much more on today's agenda to discuss then the buff marks, that why don't we discuss the 200 minutes of downtime that Murakami is being blamed for and there is insufficient data to substantiate that they are the major source of the problem that GA is experiencing with the mirrors.

I myself then interceded by telling Rob that the Buffing Marks quality issue is real and that we need to stick to this issue, the 200 minutes of downtime is irrelevant at this point and that the Buffing Mark quality issue is real.

Rob stated that this is "Bullshit" and that Murakami was forced to come down here to address and issue that is irrelevant compared to other issues with Glovis.

Mr. Kim at this point stressed again that the purpose of this meeting was to address the basic quality system issues of the supplier and that the other issues being raised by Rob Cyrus should be addressed outside of this meeting at the engineering working level. At this point Mr. Kim was interrupted by the Assistant General Manager Murakami Glen Roberts by standing up walking over and grabbing two sample mirrors tossing them on the table and banging them against each other so that he could demonstrate how he believes damage occurs at Glovis stating to the effect that "this is why I came down here let's talk about how these mirrors are being damaged."

Mr. Kim stated that the scratches are a matter that must be addressed at a working level after this meeting. The purpose today is to discuss the buffing mark issue from Murakami. This is a repair that is being performed by HMMA and that they should be charged back to Murakami.

Rob Cyrus then stated that this should be a case to case basis and that he does not believe that HMMA is repairing these at all because they are continuously returned to Murakami.

John Kalson then stated that these issues were being repaired by HMMA members both on line in system and off line in QA.

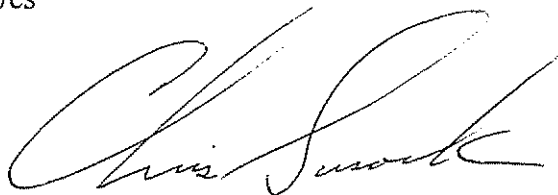
Rob Cyrus replied to John Kalson by stating "is this the Toyota Production System way to pass on the defects to next customers?"

John replied he doesn't know what the Toyota Production system is and that it is a fact that we have to repair them with HMMA members.

Mr. Kim at this point ended the discussion with the Murakami presentation.

Note: It is of my opinion that the meeting began as being controlled and well structured with professionalism as Mr. Kim had requested by addressing the real problems that the suppliers are accountable for controlling and that any other issue should be addressed outside and separate from this forum. This however was disrupted several times by the continuous contesting and disregard of Mr. Kim's intentions and direction.

/cs

A handwritten signature in cursive script, appearing to read "Chris Swank". The signature is fluid and stylized, with a large initial "C" and a long, sweeping underline.

## 주간 납품업체 회의 기록

Chris Susock, QC Sr. Manager

9/16/05

이 회의는 부품검수부의 주최로 열렸으며 공장장, 김이사님이 회의 진행을 맡으셨다.

현대의 간부 참석자는 John Kalson, Rob Cyrus, SG Kwak 등 실무 관계자가 참석했고 납품업체 직원들도 참석했다.

회의는 Murakami의 품질 문제인 미러의 buffing의 토의로 시작되었다. Murakami는 왜 이러한 문제가 발생했는지에 대한 설명을 시작했다.

Rob는 진행을 가로채서 murakami와 회의 전 개인적인 회의를 가졌고 EO때문에 3시간의 도장경화가 충분하지 않았고 포장에도 잘못이 있으니 포장도 바뀌어야 한다고 했다.

Harry Chase 는 포장은 murakami에 의해 설계 됐고 murakami 가 책임 져야 한다.

Rob는 사실이나 지금은 바뀌어야 한다.

Harry 는 현재도 Murakami의 책임이다 그 들이 설계를 했기 때문에 .

공장장님은 murakami 의 부사장에게 60년 이상의 경험의 회사가 어째서 그와 같은 기본적인 문제를 야기 시킬 수 있는가로 물었다.

Rob은 이 질문을 가로채서 Murakami는 200 분의 라인정지 분 모두에 책임은 없다. 상당 분은 Glovis의 목이다.

이 시점에서 공장장님은 회의의 진행을 본연의 의도한 바로 진행하기 위해 회의 주최의도는 부품품질에 관한 근본적인 문제를 협의하고 재발 방지를 위한 대책 수립에 있음을 상기시켰다. 공장장님은 어떻게 해서 Murakami가 포장실의 전등 밝기, Cure time의 부적절함, 포장 등의 문제가 사전 실험 없이 검수가 안되었는가 라고 질문했다.

Rob 은 가로채서 오늘 의제의 buff보다 더 중요한 문제가 있다. 200분 라인정지에 관한 의논을 합시다. 모두 Murakami의 책임이라는 충분한 자료가 없다.

이 시점에서 Chris Susock은 buff 는 진정한 문제이고 회의의 원 주제로 돌아가고 200 분의 라인정지 문제는 본건과 무관하다.

Rob 은 그 말은 “개소리, bull Shits” 라고 했다.

공장장님은 회의의 취지를 재 상기 시켰다. 공장장님은 라인정지 건에 관한 의논은 이 회의 이후에 실무진과 별도의 협의를 하라고 했다. 이 시점에서 Murakami와 Glen Roberts는 자리를 박차고 일어나 미리 두 개를 심하게 공중에서 부딪치며 테이블 위에 던지마 시피 놓았다. 그리고선 내가 여기 내려온 것은 이 때문이고 이렇게 미리가 망가지는 것이다.

미리 급힘은 따고 실무진에서 별도의 회의를 통해 협의하고 본회의의 주제를 재 삼 상기시키고 buffing 으로 발생한 수리비를 Murakami에 청구 코자 한다.

Rob 은 상당량의 미리가 회수 되고 있는 것으로 봐서 현대가 수리 하고 있다는 점을 믿을 수 없다고 했다.

John 은 현재 현대는 on-line and off-line에서 수리하고 있다.

Rob은 그것이 도요타 식 운영방식이나? 고 했다.

John은 도요타식이 뭐지 몰라고 수리는 사실이다.

공장장님은 이 시점에서 Murakami와의 회의를 종식시켰다.

## 개인의견

잘 준비되고 진행되었던 회의가 공장장님의 의도와는 다르게 수 차례에 걸쳐서 혼선을 빚었다. 공장장님의 의견처럼 지엽적인 문제 들은 별도의 회의를 통해 토의 됐어야 했는데 계속적인 방해와 의견 제기로써 그렇게 되지 못했다.

#9

Weekly Parts Quality Review Meeting – Murakami  
9/16/05

The meeting started as usual at about 10:00 am. Murakami was giving their presentation and countermeasures regarding shipping and cloth marks.

During the course of the presentation Rob Cyrus asked several questions regarding the presentation and then asked about the scratches and downtime charged to Murakami. Murakami objected to the Downtime charged to them.

Rob Cyrus then commenced to talking about the downtime and scratches on the OSRV mirrors. At about this time COO Kim informed Murakami and Rob that the meeting was meant to resolve systematic quality issues and not specific issues.

Murakami stayed on the subject of downtime and scratches – going so far as to hit two mirrors together to show how some of the scratches. Again COO Kim stated that this meeting was to resolve systematic problems, and that the issue of downtime and scratches could be addressed later.

Rob Cyrus stated that not all of the downtime was attributable to Murakami. COO Kim wanted to move on with the meeting; COO Kim reiterated that the matter of downtime and scratches would be addressed later today. Glen Roberts of Murakami said “you wanted to have a meeting, so let’s have a meeting”, which is when he hit the two mirrors together.

Again, several people tried to move the meeting into the next slide, but Rob Cyrus said “you brought them all the ways down here, at least hear what they have to say”.

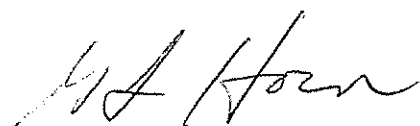
Again, the amount of downtime charged to Murakami was raised – Chris Susock stated that PQ has already calculated the downtime to the best of their ability – to which Rob said “Bull s\_\_t!”

Rob asked if the team members were required to inspect the parts before putting them on. John Kalson responded that that is not a part of their job. Rob then asked if that is the Toyota way – to pass defects on to the customer.

At this time Chris Susock tried to get the meeting back on track by stating that the reason for the meeting was to resolve the buff mark issue – to which Rob said the accurate reporting of downtime is the issue.

COO Kim, clearly very agitated by the actions of the supplier, got out of his seat and walked out of the conference room. He came back in a short time later and requested Murakami meet with some other members of HMMA staff.

Gerald Horn, AM – Parts Quality, Trim Exterior



0249



## Gerald Horn 확인서

회의는 10시에 시작되었다. 무라카미는 운송 및 포장 마크에 대한 대책을 설명하고 있었다.

설명 도중, Rob Cyrus씨가 설명에 대하여 여러가지 질문을 하면서 무라카미에게 부가된 스크래치 문제로 인한 라인정지에 대해 질문하고는 무라카미는 라인정지에 책임이 없다고 하였다.

Cyrus씨는 아웃사이드 미리 라인정지 및 스크래치에 대해 다시 언급하기 시작하였다. 이때 김 공장장께서 무라카미와 Cyrus씨에게 회의의 목적은 시스템적인 품질 문제를 해결하는 것이지 지엽적인 문제를 다루는 것이 아니라고 하였다.

무라카미는 계속적으로 라인정지 및 스크래치 문제에 대해 언급하면서 두 미리를 서로 쳐서 스크래치가 어떻게 발생하는지 보여주었다. 다시 한번 김 공장장께서 시스템 문제를 해결하는 것이 이 회의의 목적이므로 라인정지 및 스크래치 문제는 나중에 별도로 협의하라고 하였다.

Cyrus씨는 라인정지 전체에 대하여 무라카미의 책임이 없다고 하였다. 김 공장장께서는 회의 진행을 원하셔서 라인정지 및 스크래치 문제는 오늘 나중에 별도로 협의하라고 재차 강조하였다. 무라카미 Glen Roberts씨는 HMMA가 회의를 하자고 했으니 지금 하자고 했다.

다시 몇 사람이 발표 자료를 다음으로 넘어가려고 했지만 Cyrus씨는 HMMA가 무라카미 사람들을 이 곳에 오게 했으니 그들이 말하고자 하는 것을 들어야 한다고 했다.

또 다시 무라카미에게 부가된 라인정지 금액에 대해 거론이 되었고, Chris Susock씨가 부품 품질 담당자가 이미 최대한의 능력으로 라인정지 시간을 계산하였다고 하였다. 이에 Cyrus씨는 개소리(Bullshit)이라고 반박했다.

Cyrus씨는 작업자가 장착하기 전에 부품을 검사해야 하는 것이 아니냐고 질문했다. John Kalson씨는 그것은 작업자의 업무가 아니라고 답변했다. Cyrus씨는 고객에게 결함을 넘기는 것이 토요타 방법이라고 물었다.

이 때 Chris Susock씨가 회의를 바른 궤도에 올려 놓기 위하여 이 회의의 목적은 버핑 마크 문제를 해결하는 것이라고 언급하였으나, Cyrus씨는 정확한 라인정지 리포팅이 문제라고 하였다.

김 공장장께서는 협력업체의 행동에 더 이상 견딜 수 없어 자리에서 일어나 회의실을 나가  
셨다. 잠시후에 돌아와서 무라카미는 HMMA 스탭과 별도로 만나 협의하라고 지시하셨다.

Gerlad Horn (부품품질 트림 담당 대리)

#10

구미 최정연 부장

9/16 무라카미 회의시 발생상황

1.일자 : 9/16 10:00 ~

## 2.회의상황

- 1) 회의초기 9/1~9/13 사이 발생된 업체별 품질문제 현황에 대한 HMMA QC측의 사전 설명있었음.
- 2) 무라카미의 첫번째로 발표로 회의가 진행 시작함
- 3) 무라카미는 BUFF & BAG MARK에 대한 개선 대책과 현재 사용중인 NF 납품용기 문제점 개선대책발표
  - 현재 사용중인 용기 SMPL과 타사 납품용기차이점을 사진을 가지고 설명
  - CM부터는 PALLET 형태의 용기 사용을 금일 아침 글로비스에서 용기 관련 사항을 사전 협의함을 보고
- 4) 업체 발표 도중 ROB CYRUS가 업체로 반송된 불량품 현재 글로비스가 사용중인 포크리프트의 전복으로 손상된 부품도 있다며 업체가 제시한 사진으로 이의 제기를 함,
- 5) 이에, 김이사님이 통역을 통해 금일 회의 주제에 벗어나는 사항은 언급치 말라고 첫번째 지시함.
- 6) 김이사님이 무라카미에 몇년동안 미러를 만들었는지(60년 공급이력), 공급업체가 어디인지(토요다/누미/니산) 추가 질문하심.
- 7) 도장 CURING TIME 늘려야 되는것을 이제 알았느냐? 포장장소의 밝기가 1000LUX->2500LUX로 늘리는 것을 왜 이제야 하느냐?
- 8) 타사에는 양품을 공급하고 HMMA는 현대라서 불량품을 납품해도 된다는 생각을 버려라라고 추가로 야단치심.
- 9) 이때 ROB SYRUS가 금주 화요일 발생된 불량 때문에 200분의 LILE정지 CLAIM이 업체로 청구되었고 주 문제는 BUFF MARK가 아닌 SCRATCH 문제라며 글로비스의 HANDL'G 과정상의 문제점과 글로비스에 있는 QLS라는 용역사의 문제점을 제기함
- 10) 김이사님이 글로비스 최진호부장을 호출하시면서 본건은 회의 주제와 관련이 없으니 별도 실무 회의를 하라고 2차 지시함
- 11) 본 회의는 품질문제 관련 회의이니 더 이상 무라카미에 SCRATCH 문제는 본회의에서 제기하지 말라고 다시 지시하셨습니다
- 12) 그럼에도 ROB CYRUS가 불량 고품도 접수못한 업체에게 수요일날 연락해서 금요일 회의에 참석하라고 하는건 문제가 있다고 이의 제기하였고, 최정연부장이 서명수부장에게 차기 회의부터는 사전 안전조율/업체와 협의를 통해 회의가 진행될 수 있도록 요청함
- 13) 그럼에도 불구하고 ROB CYRUS 가 계속 문제 제기를 하며 HMMA의 미국인 생산담당자들과 논박을 계속함.
- 14) 그순간 무라카미 영업 직원이 O/S MIRROR를 양손으로 들고 치면서 SCRATCH를 넣. 문제는 SCRATCH이며 이로 인하여 무라카미는 많은 손해를 보고 있고, SCRATCH는 글로비스와 HMMA 내부 HANDL'G 과정상에서도 발생할 수도 있으며 금일 아침에 본인들이 글로비스에서 확인해본 결과 투입전 제품이 포개진 상태로 적재 되어 있었고, 이에 대한 수차례 개선요청 글로비스 현지직원에게 요청하였으며, 무라카미 직원이 2주간 상주하면서 QLS 직원을 교육을 시켰으니 일용직임에 따라 인원 변동및 QLS 외에는 타 용역업체를 글로비스에서 쓸수없는 관계로 문제가 많다고 불만을 제기하였음
- 15) 추가로 무라카미 품질 직원이 어제 HMMA로부터 반송된 제품 280개중 89%가 자신들 검사결과 양품이고 나머지 11%는 SCRATCH에 의한 불량이라고 격한 행동으로 항의함
- 16) 이에 김화일 이사님이 "ROB" 이름을 큰소리로 부르다가 "최부장, 내가 품질문제 본론에서 벗어나는 안전을 나중에 별도 협의하라고 했잖아~" 라고 화를 내시면서 차기 회의는 품질본부에서 주관해서 업무회의를 하라고 하시고는 회의장을 나가셨습니다

- 17) 이후 약 2분뒤에 다시 회의실로 들어오셔서 "구매최정연부장" "품질박성도부장"을 따라오라고 하시어 2층 회의실로 갔습니다
- 18) 김이사께서는 나는 다시는 품질회의를 하시지 않겠다고 하시고 "PPG GLASS건 문제때도 정치적이라는 이야기를 들었고" "LEAR시트 문제 회의후에도 항의성 편지가 오고" "금일 우라까마 회의때도 업체가 반발"하는데 이렇게 해서는 더 이상 회의를 할수 없다
- 19) 약 20여분간 심한 질책을 듣고 구매최부장이 "용서해 주십시오" "노여움 꾸십시오"라고 머리를 조아리고 말씀을 드렸습니다.

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# 11

9/16 무라카미 회의시 발생상황 보고

1.일자 : 9/16 10:00 ~

## 2.회의상황

금일 회의시 9/1~9/13 사이 발생된 업체별 결품 현황에 대한 QC측의 사전 설명으로 시작되었으며

무라카미의 첫번째로 발표로 회의가 진행되었습니다

무라카미는 기존에 발생된 BUFF & BAG MARK에 대한 개선 대책과 현재 사용중인 NF 납품용기의

문제점이 있음을 현재 사용중인 용기 SMPL과 타사 용기사진을 가지고 설명하였고 이런 운반 과정상의 품질 문제 개선을 위해

CM부터는 PALLET 형태의 용기 사용을 위해 금일 아침 글로비스에서 용기 관련 사항을 사전 협의하였음을 보고하였습니다

업체 발표 도중 ROB CYRUS가 업체로 반송된 불량품 현재 글로비스가 사용중인 달리의 전복으로 손상된 부품도 있다며

업체가 제시한 사진과 함께 이의 제기를 하였고, HMMA IN-LINE 조립작업자의 품질판정이 옳은지도 질문하는 과정에

HMMA 직원간 상호 이견이 발생했고, 이에 김이사님이 통역을 통해 금일 회의 주제에 벗어나는 사항은 언급치 말라고

지시 하시면서 무라카미에 몇가지 질문을 하였고, 최정연 부장님이 일본인 부사장에게 일본어로 질문/답변을 대신하였습니다

답변을 들으신후 타사에는 양품을 공급하고 HMMA에 품질문제를 일으키는게 알이 않된다며 질책하였고, 이에 ROB CYRUS가

금주 화요일 발생된 불량 때문에 200분의 LILE정지 CLAIM이 업체로 청구되었고 주 문제는 BUFF MARK가 아닌 SCRATCH라고 말하며

글로비스의 HANDL'G 과정상의 문제점과 글로비스에 있는 QLS라는 용역사의 문제점을 제기하였습니다.

김이사님이 글로비스 최부장을 호출하시면서 본건은 회의 주제와 관련이 없으니 별도 실무 회의를 하라고 2차 지시하였고

본회의는 품질문제 관련 회의이니 더 이상 무라카미에 그런 별개 문제는 본회의에서 제기하지 말라고 지시하였습니다

그럼에도 ROB CYRUS가 불량 고품도 점수못한 업체에게 수요일날 연락해서 금요일 회의에 참석하라고 하는건 문제가 있다고

이의 제기하였고 최정연 부장님이 서명수 부장에게 차기 회의부터는 사전 안전 조율 및 업체와 협의를 통해 회의가 진행될 수 있도록

요청하였으며 이후 추가로 ROB CYRUS가 계속 문제 제기를 하며 논박이 계속되었고 긴급한 호출에 7시간에 걸쳐 차를 몰고 센터로부터

온 자신들에게 의견 피력의 기회를 주지않자 충분한 무라카미 영업 직원이 양손에 두개의 O/S MIRROR를 들고 한편의 MIRROR STUD BOLT로

반대편의 MIRROR 하우징에 SCRATCH를 내면서 이번 주 문제는 SCRATCH이며 이로 인하여 무라카미는 많은 손해를

보고 있고, SCRATCH는 글로비스와 HMMA 내부 HANDL'G 과정상에서도 발생할 수도 있으며

금일 아침에 본인들이 글로비스에서 확인 결과 서열 달리에 투입전 제품이 포개진 상태로 적재 되어 있었고, 이에 대한

개선을 수차례 글로비스 현지직원에게 요청하였으며, 무라카미 직원이 2주간 상주하면서 QLS 직원을 교육을 시켰으나

킬용직임에 따라 인원 변동및 QLS 외에는 타 용역업체를 글로비스에서 쓸수없는 관계로 문제가 많다고 불만을 제기하였음

추가로 무라카미 품질 직원이 어제 HMMA로부터 반송된 제품 280개중 89%가 자신들 검사결과 양품이고 나머지 11%는

SCRATCH에 의한 불량이라고 설명하였습니다

이에 김희일 이사님이 화를 내시며 최정연 부장에게 버럭 소리를 질렀고 더 이상 회의를 진행할 수 없으니 차기 회의부터 품질회의는

품질본부에서 주관하라며 서명수 부장쪽을 향해 소리치시고 회의장을 나가셨습니다

화면영역과장 / 구애

## 무라카미 관련 품질 회의

작성일: 2005년 10월 2일

작성자: 랍 사이러스 (부품 개발 담당 이사)

품질 회의 일시: 2005년 9월 16일(금) 10:00 ~

회의 장소: HMMA 펄 룸

무라카미 측 참석자:

1. Toru Komatsu: Senior Vice President
2. Mark McDonald: GM, Quality
3. Glen Roberts: GM, Sales

### 2005년 9월 15일, 16일의 사건들

2005년 9월 15일 화요일 플라스틱 개발 담당 황병달 과장이 저에게 와서 “내일 아침 10시에 품질 점검 회의가 있고 거기에 무라카미가 참석하도록 김 회일 이사가 요청했다”고 말했습니다. 황과장은 현대에서 11년간 일해왔습니다. 저는 그를 도와 주겠다고 말했고 품질 회의의 주 안건이 무엇이냐고 물었습니다. 그는 QC가 경미한 결함 예컨대 스크래치, buff mark 등을 심각하게 생각하고 있다고 말했습니다. 그는 나에게 개발 담당 이사로서 사실에 기초하여 우리의 업체를 강력하게 방어해 줄것을 특별히 요청했습니다. 그는 과장에 불과하기 때문에 공장장(COO)에게 자유로이 말 할 수 없다고 말했습니다. 이것은 개인적인 문제가 아니라 하이라키 상의 문제입니다. 저는 사실을 조사하고 내일 회의에서는 중립적인 입장을 취하겠다고 말했습니다.

9월 16일 아침, 무라카미의 입장을 충분히 이해하기 위해 품질 회의전 예비 회의를 9시 30분으로 잡고 상황을 조사하러 나갔습니다. 저는 무라카미 제품을 라인 사이드에서 직접 수령하고 장착하는 HMMA 담당자를 만나 이야기했습니다. 그녀는 “나는 미려 때문에 곤란을 겪지는 않는다. 단지, 가끔 플라스틱 부위에 심한 긁힘 자국이나 패인 자국이 있는 데 그것은 가벼운 표면상의 스크래치가 아니다”라고 말했습니다. 그것은 곧 라인 사이드에서 발견하는 결함은 대부분 무라카미의 잘못이 아니라 글로비스에서 HMMA로 오는 도중의 취급상 결함을 의미하는 것입니다. 우리는 09시 30분 QC에서 예비 회의



를 시작했고 그 참석자는 다음과 같습니다.

Ms. Paula Gonsalves: HMMMA Parts Quality

황 병달 과장: 부품 개발

Mr. Chris McClain: 부품 개발

랍 사이러스: 부품 개발

무라카미는 결함있는 실제 부품을 샘플로 가져왔습니다. 거기에는 실제로 패인 자국 같은 것(gouge like)이 있었는데, 그것은 명백히 그런 상태로 OEM에게 공급 될 만한 것은 아니었습니다. 무라카미 직원들은 그날 아침 글로비스를 방문하여 어떻게 취급, 운반 하는지 조사했다고 말했습니다. 글로비스가 하는 방법은 HMMA가 인정한 취급 방법이 아닙니다. 여기에서 깊게 패인 자국이 생깁니다. 글로비스의 취급 과정에서 미리 하우징이 새개의 기둥에 부딪힙니다. 이런 것을 본 후에 우리는 김 이사가 주관하는 품질 회의에 참석했습니다. 업체로는 무라카미와 화신이 참석했습니다. 무라카미는 결함 발생의 근본적인 원인을 조사한 결과를 근거로 그 결함(패인 자국)은 글로비스의 취급 잘못에서 기인한 것이라고 설명했습니다. 이 건은 품질 회의의 첫번째 안건으로 잡혀있었습니다 (첨부: 안건). 김 이사는 무라카미가 이 안건을 이야기하니 당황해하는 것처럼 보였으며 통역(제이슨 지)을 통해 그는 이 안건을 토론하고 싶지 않다고 말했습니다. 무라카미는 약간 당황하는 것 같았습니다. 왜 지금처럼 중대한 시기에 3명씩이나 HMMA에 오라고 했는지 그리고 왜 그들에게 자신들의 입장을 밝힐 기회도 안주는 것인지 의문이었습니다. HMMA QC는 163분 가동 정지 관련 무라카미에 배상 청구하려고 합니다. 이것을 금액으로 환산하면 \$137,490 (163 x \$843.5/분당 의장공장 손실)입니다.

하자있는 것으로 반품된 282개의 미러 중 89퍼센트인 251개는 이상이 없는 것으로 HMMA QC가 인정을 했다는 것이 HMMA QC와 개발팀과의 예비 회의에서 나온 사실입니다. 나머지 31개의 하자는 글로비스의 취급 잘못으로 생긴 것이거나 HMMA가 문서로 승인한 포장 방법에 기인하는 것입니다.

무라카미에 반품된 것은 HMMA에서 떨어트린 것이거나 취급 중 잘못된 것이고 HMMA는 무라카미에 배상 요구하려고 추진 중입니다. 무라카미와 개발팀은 이 문제를 대화를 통해 중재하고자 했으나 김이사는 확연히 싫어하는 것 같았습니다. 그는 회의 참석자 여러 사람들에게 소리질렀고 역겹게 그의 서류를 탁자 위에 집어 던졌습니다. 그는 통명스럽게 고개를 돌리고 걸어났습니다. 모든 참석자들이 놀랐고 혼란스러워했으며 불편해했습니다.

후에 그는 다시 돌아와 공정하고 생산적인 회의를 open된 대화로서 계속하려고 노력했습니다. 무라카미의 글렌 로버트는 어떤 비용이 들더라도 만사 제치고 여기 HMMA에 오라고 했으면서 왜 우리 말을 안들으려고 하는지 모르겠다고 말했습니다. 그는 두개의 새 미러를 집고 같이 부딪혀서 글로비스가 잘못 핸들링해서 만든 것과 같은 데미지를 만들어 보였습니다.

우리는 다시 이 문제를 협의하고 코스트 임팩에 대해 이야기 하려 했는 데 김 이사는 더 화가 난 것 같았고 HMMA직원 뿐만 아니라 무라카미 직원 그리고 다른 업체 직원들에게도 큰 소리를 질렀습니다. 그는 또다시 아무런 대화, 이유없이 나가서는 화신이 프리젠테이션 할려고 대기하고 있었지만 다시는 회의장에 안들어왔습니다.

나중에 최정연 부장이 내게 전화해서 김 이사가 무라카미 관련, 최부장과 저에 대해 매우 업셋되었었다고 말해주었습니다. 최부장은 우리는 해고 될 것 같다는 암시를 주면서 당장 회의석상에서 나와 자기를 만나라고 말했습니다.

추가로 나중에 안 사실이지만, 무라카미 회의 이후 제이슨 지가 무라카미와 별도 회의를 가지면서, 무라카미의 글렌 로버트에게 “입다물고 조용히 있어라”라고 말했답니다. 글렌은 제이슨 지의 코멘트를 Mr. Komatsu에게 전할 것입니다. 그는 Mr. Komatsu에게 글렌 로버트는 오늘 돌아 갈 수 없고 여기 HMMA에 있어야 한다고 말했습니다.

첨부는 9월 16일 저의 회의 기록 노트와 우리가 무라카미에 보낸 안전 그리고 무라카미의 프리젠테이션 자료입니다.

의문이 있으시면 언제든지 저를 컨택해 주시기 바랍니다

로버트 사이러스

부품 개발 담당 이사

Date: October 2, 2005

**CONFIDENTIAL**

Subject:

Murakami Manufacturing U.S.A. Inc. (MMUS). Quality Meeting

Date of Meeting: September 16, 2005 (Friday)

Time: 10:00 am

Location: HMMA Pearl Room

Attendees from MMUS:

Mr. Toru Komatsu	Senior Vice President
Mr. Mark McDonald	General Manager – Quality
Mr. Glen Roberts	General Manager – Sales

### Events of September 15/16, 2005

On Thursday September 15, 2005 I was approached by Mr. B.D. ("Brian") Hwang, Manager – Parts Development, Exterior Plastics. Mr. Hwang has been with Hyundai for 11 years. Mr. Hwang stated Mr. H.I. Kim had requested Murakami to join the "quality review meeting" scheduled for the next morning at 10:00 am. I told Mr. Hwang I would support him and asked the main purpose of the meeting. He stated Q.C. has some serious concerns regarding cosmetic defects (scratches, buff marks and other damage). He specifically asked me as a Director to strongly defend the Supplier based on actual facts. He felt he could not speak freely to the C.O.O. since he is only at the level of Manager (*This was a hierarchy issue, not personal*). He told him I would gather the facts and take a neutral position in the meeting tomorrow.

On the morning of September 16, 2005 I went to investigate the situation prior to the meeting and arranged a pre-meeting with Murakami at 9:30 am to clearly understand their position. I spoke with actual HMMA team member who receives the Murakami parts line side and installs them. She stated "there really hasn't been much of any difficulty with the mirrors" and "the only thing that has been occurring is occasional severe gouges or scratches all the way down to the plastic raw material, not superficial light scratches". Meaning most of the defects identified at line side are handling issues from Glovis to HMMA, not Murakami in the vast majority of the cases.

0258

10/4/05 (Tue) M.  
K. C. W. S.  
A

We started the pre-meeting around 9:30 am in the Quality Department. Attendees were:

<i>Ms. Paula Gonsalves</i>	<i>HMMA Parts Quality</i>
<i>Mr. B.D. Huang</i>	<i>Parts Development</i>
<i>Mr. Chris McClain</i>	<i>Parts Development</i>
<i>Mr. Rob Cyrus</i>	<i>Parts Development</i>

Murakami brought in actual examples of the suspect parts. There were significant "gouge like" defects not likely to be shipped to any OEM customer; too obvious. Murakami explained they had visited Glovis this morning and observed how Glovis is removing the mirrors from the HMMA approved packaging and stacking them haphazardly in non-approved totes. This is where the deep gouging is taking place. The three mounting studs are contacting the mirror housing painted surfaces when handled in this fashion.

After the review we and Murakami attended the Quality Meeting hosted by Mr. H.I. Kim. Two suppliers were in attendance for this meeting (*Murakami first, followed by Huashin*). Murakami brought defect samples and started to explain that these defects (*gouges*) were caused by handling issues between Glovis and HMMA based on their root cause analysis. This item was identified as the first discussion agenda item HMMA provided to Murakami (see attached). Mr. H.I. Kim seemed upset that Murakami was bringing up this topic and said via translator (Mr. Jason Chi) that he did not want to discuss this matter.

Murakami seemed a little taken aback. Why did they have three individuals come down to HMMA at significant time and cost and yet are not permitted to discuss and defend their position? HMMA QC wanted to charge back 163 minutes of down time to Murakami. **This would equate to 163 minutes x \$843.50/minute (GA) = \$137,490.**

The facts presented in the pre-meeting with HMMA Quality and Parts Development showed of the 282 mirrors returned as defective, 251 (89%) were good and acknowledged so by HMMA QC. The remaining 31 parts were either handling damage by Glovis or defects caused by Murakami's packaging format previously approved by HMMA Production Control in writing. Murakami also received parts returned from HMMA that had been dropped and run over by our tuggers and we were trying to charge them back.

Murakami and Parts Development attempted to intervene to clarify the facts with an open dialogue but Mr. H.I. Kim got visibly upset. He was yelling at various attendees and threw his papers on the table in disgust. He abruptly turned and walked out of room. All attendees were surprised, confused and felt uncomfortable.

He later returned and we tried to continue with an open dialogue approach to allow for a fair and productive meeting. Mr. Glen Roberts from Murakami asked why they were asked to drop everything immediately and come down to HMMMA at significant cost and time if no one will listen. He then held up two new mirror assemblies and struck them together to replicate the damage being seen at HMMMA line side by Glovis mishandling issues.

We attempted to discussed this matter and the related cost impact again, Mr. H.I. Kim seemed even further infuriated and yelled very loudly at both HMMMA team members and the supplier Murakami with other supplier present. He again left the room again without any discussion or reason and never returned even though we had another supplier that was to present (Hwashin).

I was later called by my colleague Mr. J.Y. Choi and informed that Mr. H.I. Kim was very upset with Mr. Choi and me based on the Murakami meeting. Mr Choi told me "to leave my present meeting and join him at once, as he and I may have the rest of the day off" insinuating that we may be fired.

In addition I later learned that after our Murakami meeting that Mr. Jason Chi had a separate meeting with Murakami and told Mr. Glen Roberts to "shut up and sit down". He will address his comments to Mr Komatsu. He told Mr. Komatsu that Mr. Roberts was to cancel his trip back today and insisted that he stay here at HMMMA.

Attached for back up are my actual meeting notes from the 16<sup>th</sup>, along with the Agenda we sent Murakami and Murakami's presentation.

Please feel free to contact me if you have any questions or concerns.



Mr. Robert Cyrus  
Director of Parts Development



**Weekly Parts Quality Review Meeting**

**2005. 9. 16.**

**HMMMA QC Department**

0261



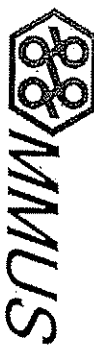
## ■ Schedule and Structure of the Meeting

- ◆ When: ~~10:00 AM to 11:30 AM, Every Friday~~
- ◆ Where: Alabama Room (1<sup>st</sup> floor of GA shop office building)
- ◆ Chaired by: H. I. Kim, COO
- ◆ Attendees: B.G. Cho, Senior director of Manufacturing  
John Kalsen, Director of Manufacturing  
Simon Sung, Sr. Manger of Parts Development  
Rob Cyrus, Director of Parts Management  
Chuck Knowles, Manager of Parts Management  
Chris Susock, Sr. Manager of Quality Control  
Richard Chai, Sr. Manager of Line Inspection  
Dave Choi, Sr. Manager of GA shop  
Danny Seo, Sr. Manager of Parts Quality, and Related people  
CEO, COO and Quality Manager of Supplier
- ◆ Presenters: Suppliers that caused line-stoppage at HMMA  
Suppliers that caused major shipping and field Quality issues.
- ◆ Format: HMMA Corrective Action Request Form (Powerpoint format)  
(Presentation file to be submitted to HMMA PQ one day in advance)
- ◆ Prepared by: Jason Chi, Parts Quality Manager

# ☒ Presentation Topics for the week of 9/16/2005

0263

Supplier	Part Name	Nonconformity	Occurrence	Issue Type	Presentation Time
Lear	Seat	Rear head rest not locked, high effort	5 %	Quality Audit	15 Min.
		Seat back rubbing noise	1		
		Too much wrinkles and folds (Leather)	10 %		
Murakami	Outside mirror	Paint issues (Polishing mark, Crater, Scratches)		Downtime VPC inspection	15 Min.
		Poor heat staking of Inside bush nut (Wind noise)	2	Test track	
		Oil contamination (Crater)	100 %	Paint shop	
Hwashin	Package tray panel	Stamping Split	6	Body shop	15 Min.
		Subwoofer weldnuts misaligned	25	GA T3	
		Weld spatter	27	QA line	
Dongwon	Door frame	Channel too wide at upper corner (Wind noise)	100 %	Test track	15 Min.



*Murakami Manufacturing USA, Inc.*  
*Campbellsville, KY*

***NE Outer Mirror Assembly  
Countermeasure Report***

DATE REPORTED : 09/16/2005

## Buff Marks

### DESCRIPTION OF PROBLEM :

Parts with paint buff marks found at HMMA assembly line.

### ROOT CAUSE OF NON-CONFORMANCE :

Uncompleted buff finishing was performed under insufficient lightening (1,000 lux).

### COUNTERMEASURE :

- Additional lighting installed (2,500 lux) into buff area
- Lighting check sheet created
- Check before operation on 1<sup>st</sup> and 2<sup>nd</sup> shifts using lighting meter
- Lightning criteria : more than 2,500 lux
- Effective date : Sep 14, 2005

### METHOD OF COUNTERMEASURE EFFECT (RESULT) :

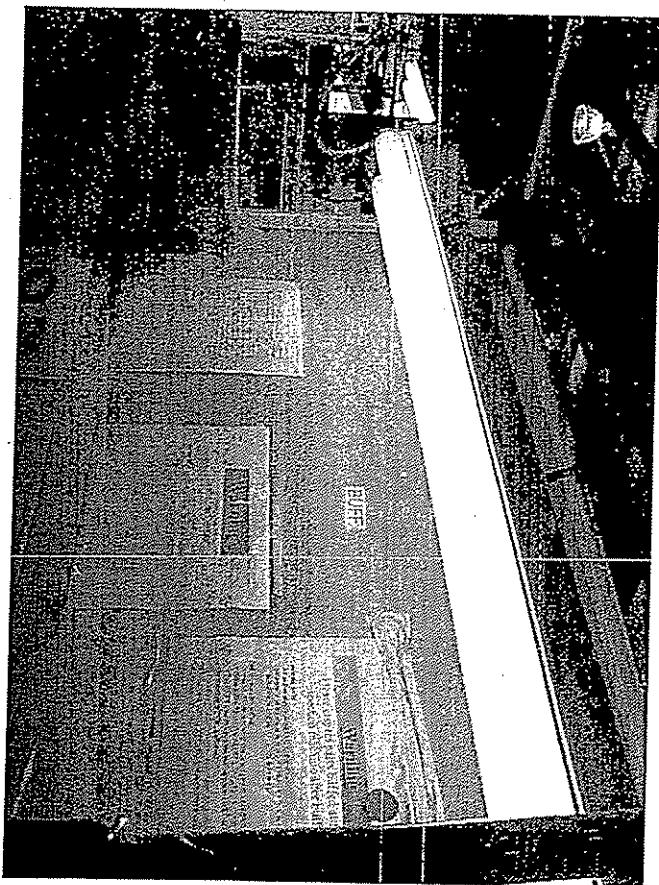
100 % Inspection of all assemblies prior to shipping to HMMA.

### REFLECTION TO NEW MODEL :

The countermeasure is included in CM process launched in April, 2006

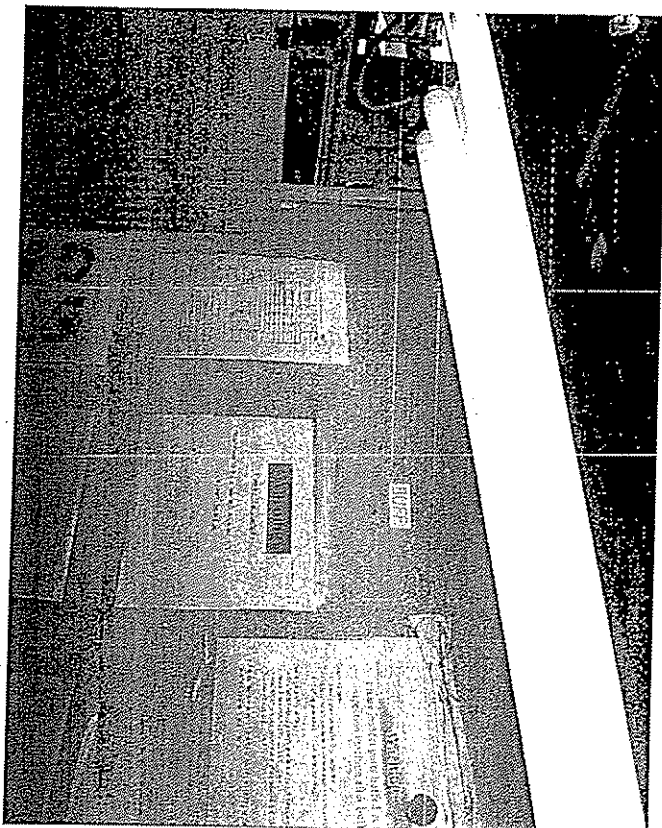
## Lighting Status

Before



1,000 Lux

After



2,500 Lux



## Bag Marks

### DESCRIPTION OF PROBLEM :

~~Parts with paint bag marks found at HMMMA assembly line.~~

0267

### ROOT CAUSE OF NON-CONFORMANCE :

The paint bag mark is caused by protective bag being imprinted into the paint after leaving MMUS (dark colors only).

Root cause:

1. Insufficient paint cure time (2~4 hrs – after EC change to Housing).
2. Container design (vertical position & rough dunnage).

### COUNTERMEASURES IMPLEMENTED :

- Stabilized curing time (7/25/05)
- New type of protective bag (8/7/05)
- Currently packaging all dark colors outside of the dunnage and protecting part with bubble wrap (extra time & cost).

### REFLECTION TO NEW MODEL :

For CM program, different type of part container / dunnage will be proposed.

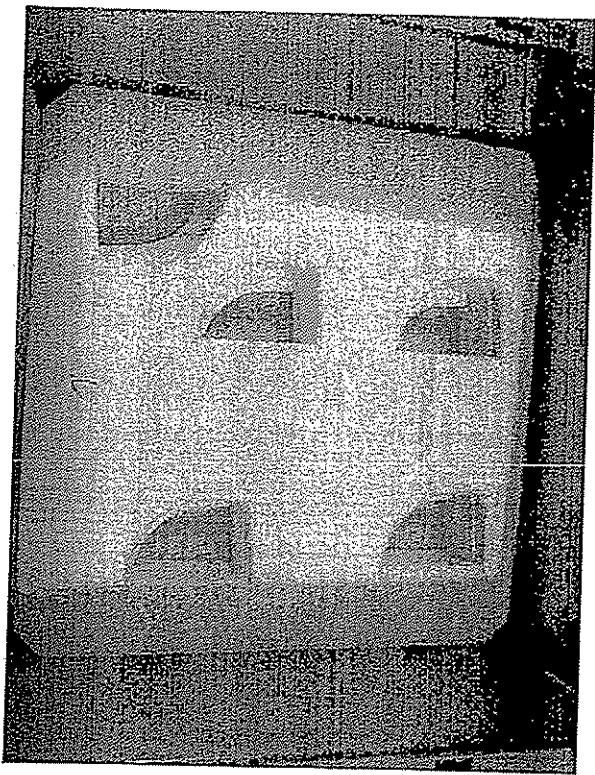


## Bag Mark

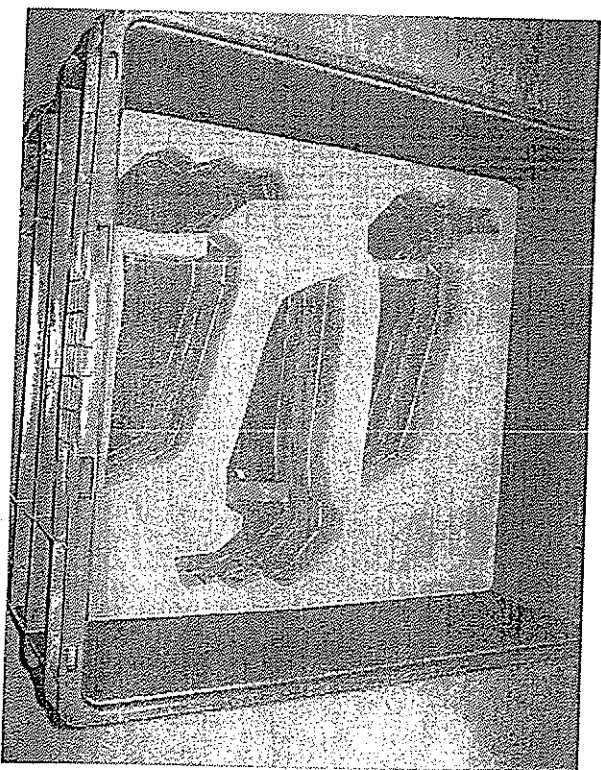
### Permanent countermeasure:

- Container & Dunnage should be modified.

Current NF Container & Dunnage



Container & Dunnage currently  
used by another customer



5/7

## Poor Heat Staking of Inside Bush Nut

### \* Root cause of non-conformance:

- 1) Machine malfunction
- 2) Miss-operation (human error)

### \* Temporary Countermeasure :

- 1) Operator verification - Mark a Dot on cover-base to ensure the heat stake process is complete
  - First the operator at heat stake process marks a dot on cover-base after the process then the next operator verifies the heat stake condition is acceptable and marks the part ( on cover-base) (1<sup>st</sup> operator 8/15/05) (2<sup>nd</sup> / audit operator 9/15/05)
- 2) Machine check - Increased frequency of machine function check
  - Check 2 times a day ( start & end of shift) (9/14/05)

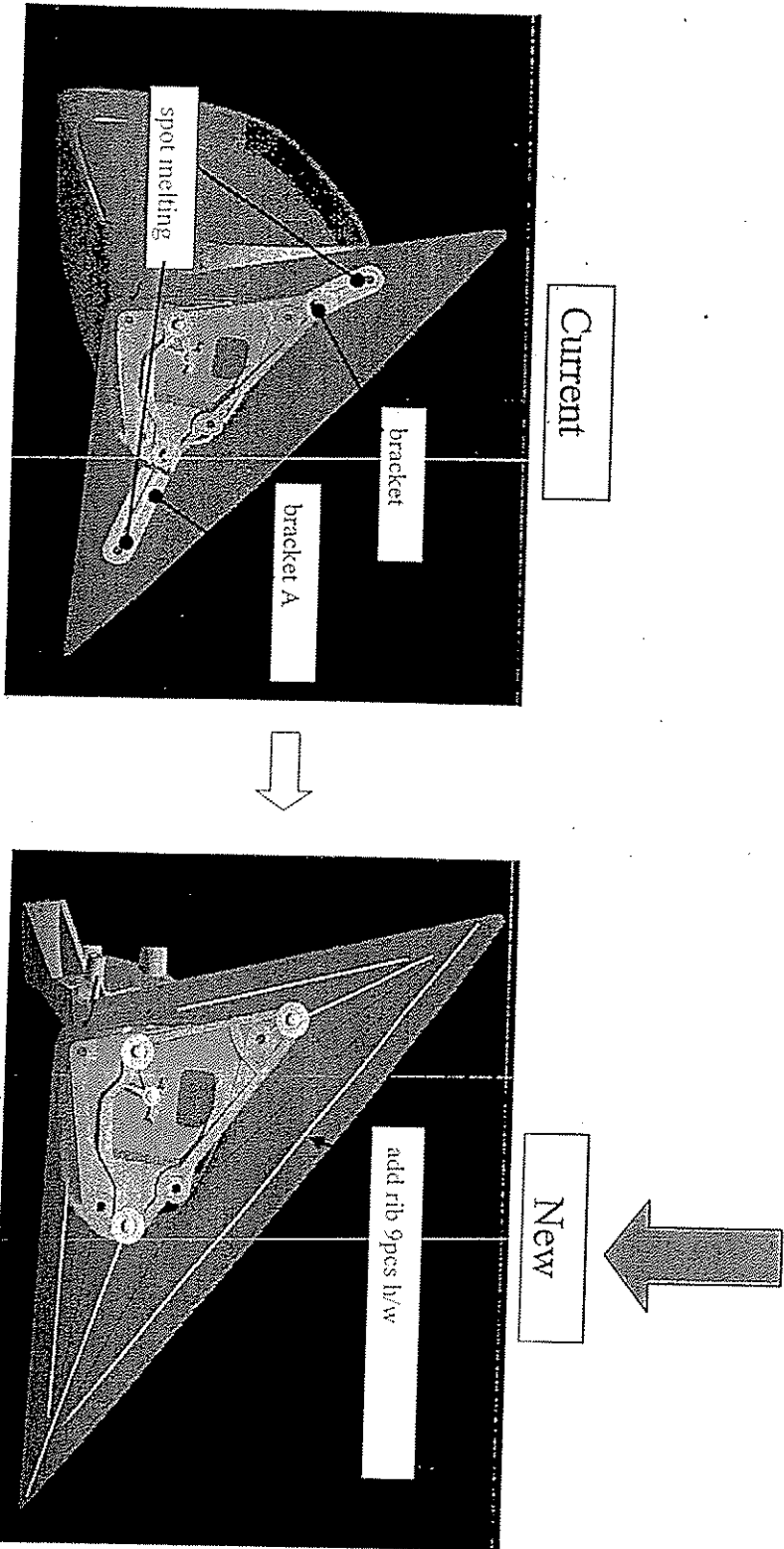
### \* Permanent countermeasure :

- Heat Staking Process to be eliminated by introducing the elimination of Bracket and Bracket A (Engineering Change).

## Poor Heat Staking

### Permanent Countermeasure:

Engineering Change to eliminate heat staking process





9/16/05

HYUNDAI

H.I. KIM<sup>76</sup> / JASON CHAI

▶ QUALITY MTG + MURAKAMI / HWASHIN  
 10:00 MTG ✓ ↳ 0.1L

Ⓢ → ADD TO SCHEDULE PERMANENT

OT/DRIAN TOLD + CHAI TO "TALK STRONGLY"  
 - DOWN-TIME 9/1 - 9/3 TO H.I. KIM TO BE  
 FAIR TO SUPPLIER!!

MURAKAMI	18 OCCURRENCES	12 OCCURRENCES
	47 MINUTES	116 MINUTES

C/M PC. MARK MACDONALD

• BUFF MARKS. = REARLY "BAG" MARKS  
 CAUSED BY DUNNAGE STYLE = NEED TO Δ.

LIGHTING = NB ALREADY FIXED.

1,000 LUX → 2,500 LUX ✓

252 PARTS RETURNED TO MURAKAMI

251 = AGREED OK BY HMMAD

H.I. KIM YELLING &amp; THROWING PAPER

↳ VERY UNPROFESSIONAL - ALWAYS

UNCOMFORTABLE. H.I. KIM YELL @ M.

www.hyundai-motor.com

Daily Plan

"TO BEHOLD THEMSELVES."

• GLOIS WILL COME TO MEETING NOW  
TO ADDRESS.

• At 11:00 NOW REPEATINGLY SLAMMING ITEMS  
ON TABLE, GOT UP INTO THE LEFT.

— EMBARRASING —

HWASHIN

0273



**MMUS**

*Murakami Manufacturing U.S.A. Inc.*

**Toru Komatsu**

小松徹

Senior Vice President

575 Water Tower Bypass  
P.O. Box 484  
Campbellsville, KY 42718-8693

TEL: 270-469-3939 ext. 237  
FAX: 270-469-4772  
tkomatsu@murakami-usa.com



**MMUS**

*Murakami Manufacturing U.S.A. Inc.*

**Glen Roberts**

グレン ロバートズ

General Manager

Sales

575 Water Tower Bypass  
Campbellsville, KY 42718-8693  
groberts@murakami-usa.com

TEL: 270-469-3939 ext. 223  
CELL: 270-566-1833  
FAX: 270-469-4772



**MMUS**

*Murakami Manufacturing U.S.A. Inc.*

**Mark McDonald**

マク・マクナルド

General Manager - Quality

575 Water Tower Bypass  
Campbellsville, KY 42718  
mmcdonald@murakami-usa.com

TEL: 270-469-3939 ext. 206  
FAX: 270-469-4772



# Exhibit G

IN THE UNITED STATES DISTRICT COURT  
FOR THE MIDDLE DISTRICT OF ALABAMA  
NORTHERN DIVISION

ROBERT CYRUS,

Plaintiff,

vs.

HYUNDAI MOTOR MANUFACTURING  
ALABAMA, LLC,

Defendant.

CIVIL ACTION NO.:

2:07-cv-00144-ID-TFM

DECLARATION OF IHN HWAN CHU


1. My name is Ihn Hwan Chu. I am over the age of 19 years and otherwise competent to give this declaration. The facts contained in this declaration are based upon my personal knowledge.

2. I am currently employed as a Team Relations Specialist with Hyundai Motor Manufacturing Alabama, LLC ("HMMA").

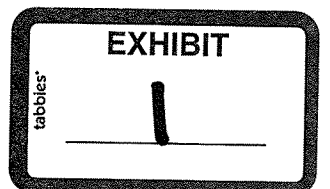
3. I am fluent in both the English and Korean languages. In connection with my employment at HMMA, I am often called upon to translate communications between Koreans and Americans.

3. Attached to this Declaration as Exhibit 1 is a true and correct copy of statements that were brought to me regarding a meeting between representatives of Murakami Manufacturing Company and HMMA representatives in September of 2005. The statements set forth in Exhibit 1 are made in Korean, and I was requested to translate these statements into English. Attached to this Declaration as Exhibit 2 are the English translated versions of the statements set forth in Exhibit 1. I do hereby certify that these translations are accurate and complete to the best of my ability.

I DECLARE UNDER PENALTY OF PERJURY THAT THE FOREGOING IS TRUE AND  
CORRECT. EXECUTED ON THIS 18 DAY OF JANUARY, 2008.

  
Ihn Hwan Chu

# 2005년 9월 16일 회의 관련 참석자 진술서(보고서) 목록



0195

번호	소속	진술자	직책	비고
1	생산	김 회일	공정장	한글
2	"	조 봉관	생산 담당 이사	한글
3	"	존 칼슨(John Kalsen)	생산 담당 이사	영문 및 번역본
4	"	해리 체이스(Harry Chase)	생산 관리 과장	"
5	품질	박 승도	품질보증 부장(HMC)	한글
6	"	곽 석구	품질 담당 이사 (HMMMA)	"
7	"	제이슨 지 (Jason Chi)	부품 품질 담당 과장	영문 및 번역본
8	"	크리스 수석(Chris Susock)	품질 담당 부장	"
9	"	게랄드 혼(Gerald Horn)	부품 품질 담당 대리	"
10	개발	최 정연	개발 관리 담당 부장	한글
11	"	황 병달	부품 개발 과장	"
12	"	랍 사이러스(Bob Cyrus)	부품 개발 담당 이사	영문 및 번역본

1

# 보 고 서

보고자 소속 : HMMA  
직책 : 공장장  
성명 : 김 회일

## [보고 내용]

2005년 9월 16일 금요일 10시 HMMA 의장사무동 1층 Alabama Room에서 HMMA 품질관리팀 주관 협력업체 Claim 회의 주관중 발생한 상황에 대하여 아래와 같이 보고 및 의견을 말씀 드립니다.

- 아 래 -

회의 처음 시작은 05년 8~9월 협력업체의 부품 불량으로 인한 당사 완성차 생산 Line의 Down Time 현황에 대해 부품검수 담당 지(Chil) 과장의 설명에 뒤이어 본회의가 시작됨.

첫번째로 사이드 미리 생산업체인 무라카미에서 유철(#1) 보고서로 Briefing 하였음.

<공장장> 무라카미의 아웃사이드 미리 생산경험이 얼마나 되었고 또한 어느 업체에 납품한 실적이 있느냐?  
<무라카미 부사장> 60년 되었고 미국내 거의 대부분의 TOYOTA 계열사(약 10개 정도)에 납품하고 있다고 여러회사 이름을 대면서 얘기함.

<공장장> 왜 전등의 밝기를 1000LUX → 2500LUX로 바꾸었느냐?

<무라카미 발표자> 포장장의 전등 밝기가 잘 안보여 1000LUX → 2500LUX로 바꾸었다.

<공장장> 제품의 Cure Time이 4시간 정도 가져야 함에도 불구하고 규정된 시간을 지키지 않았기 때문에 Bup'g이 일어난 것 아니냐?

<무라카미 발표자> “Bup'g에 대한 설명없이” HMMA에서 승인한 Container 문제로 일어났으며 또한 Glovis의 취급 부주의로 스크래치 문제가 발생했다고 얘기함.

<공장장> Container(미러 공급 용기)의 형상 유무에 관계없이 Cure Time만 정확히 지켰어도 Bup'g 문제는 일어나지 않았지 않느냐?

앞의 여러 정황으로 미루어 보아 그렇게 경험 많고 미국내 도요타 계열사 및 여러업체에 납품하는 무라카미가 제품 생산의 기본도 지키지 않는 것으로 보아 현대의 품질에 대하여 아예 신경도 쓰지 않았거나 아니면 무라카미 품질 시스템상의 문제가 있는것 아니냐?

<Rob> 사이드 미러의 스크래치 문제로 HMMA가 Reject 시킨 문제에 대하여 얘기하며 사진을 Print하여 돌리면서 Glovis에서 지게차 운반 도중 실수로 바닥에 었질러 스크래치가 발생한 문제로서 이것들을 Reject하여 반품하고 또한 Down Time으로 잡은 것에 대하여 불만을 토로함.

<공장장> 그러한 잘못된 문제가 있다면 이 회의가 끝난후 실무자끼리 협의하여 조정하면 될 것이다.  
현대가 잘못했거나 Glovis가 잘못했는지는 당연히 무라카미에게는 책임이 없으니 염려하지 말라.  
회의 계속합시다

<최부장 & Rob> 상기의 문제를 다시 얘기하며 회의 진행을 지연시킴.

이때 John Calson 및 품질담당 Chris가 무어라고 Rob에게 얘기하며 서로간의 약간의 활전이 있었으나 제가 제지 시키며,



<공장장> 알았다! Glovis의 최부장을 오라고 하여 진상 확인을 하여 잘못된 점이 있다면 서로 협의하면 아무런 문제가 없을 것이다.

회의 속개합시다!

<Rob> 다시 스크래치 문제를 거론하며 무슨 다른 저의가 있는 것 아니냐며 회의를 지연시킴.  
<공장장> 오늘의 의제를 보여주며 회의 의제 내용에 없는 것은 이 회의가 끝난후 본인[공장장] 참석하에

재협의 하면 될 것이므로 회의를 속개하겠다.

그리고 다시 말하지만 이 회의의 목적은 HMMA 공장이 아직 정상 가동이 안되고 있으며 현 상황에서 비가동 주요인을 분석해 본 결과 설비문제, 절품, 부품불량 등이 비슷한 비율로 가장 큰 저해 요인으로 나타나고 있다.

그래서 9월 2째주 부터 이 회의를 진행하게 되었고 그 목적은 좀전에 말씀 드린바와 같이 첫째는 가동을 향상을 위해서 둘째는 현대가 지향하는 고품질의 차를 만들기 위함이지 어느 특정업체를 탓하거나 나무람을 위함이 아님을 다시 한번 말씀드리고 회의를 계속 하겠다.

<Rob> Rob이 무라카미 영업 Manager와 잠시 얘기를 나누고는 다시 스크래치 문제를 거론할때 무라카미 영업Manager가 갑자기 자리에서 일어나 뒤쪽에서 사이드 미러 2개를 가져와 연성을 높이면서 2개를 '탁탁' 부딪치고는 회의용 탁자에다 던짐.

<공장장> 그 미러를 보자고 하여 보면서 스크래치 문제는 이회의 끝난후 Glovis 최부장을 오라고 하였으니 그때 논하기로 하고 회의 속개하겠다.

“이때 개발 최정연 부장과 Rob이 다시 스크래치 문제를 얘기하며”

<Rob> 여기 무라카미 사람들이 이 회의때문에 어제 여기에 도착하였으며 5000달러 정도의 경비가 들었다.  
누가 책임질 것이냐! 며 연성을 높임.

<공장장> 최부장 내가 수차례에 걸쳐 이회의의 목적과 오늘 회의 주제에 대하여 얘기 하였는데 당신 왜 그래!  
[연성이 약간 높았음] 당신네들 업체 대변하러 여기온 것이냐!

그만큼 얘기 했으며 알아 들어야지!

이런 상태로는 회의 진행이 불가하여 오늘 회의 끈낸다 향후 품질회의는 품질본부 박승도 부장이 주관하던가 품질본부에서 해결 바란다며 보고 있던 회의 파일을 접으면서(이때 탁자에서 약간의 쿵소리가 남) 자리에서 일어나서 회의장 밖으로 나감.

이상 상황테로 보고 드립니다.

2005. 9. 17

공장장 이사 김 회일

## 〈본인 의견〉

1. 업체 품질회의는 매월 품질본부장 주관 각 공장에서 실시하나, HMM의 경우 공장가동의 주 저해요소로서 9월 부터 매주 금요일 실시하여, 업체 상층부에 그 상황을 정확히 인지시켜 부품 품질의 향상을 유도키 위함이나 당사 자재 담당자들이 그 목적을 정확히 인지 못하고 있는 것으로 사료됨.
2. 공장장이 회의 주관시 몇번의 똑같은 상황 설명, 자재할 것을 요청하였으나 계속 업체의 대변자 역할을 하며 회의 지연시킴.
3. 부품업체 및 당사 직원들 앞에서 회사의 이미지 및 공장장 이미지 실추시킴.
4. 금번이 2번째 회의로서 향후 부품업체 Claim 회의시 상당한 영향이 우려되며, 또한 향후 본인의 회의 주관이 어려울 것으로 사료됨.  
HMC와 같이 품질본부장 주관 부품 품질확보 회의가 바람직 할 것으로 사료됨.

- 끝 -

## 9월 16일(금) 10:00 업체품질회의에서 발생한 사건

본인이 품질회의에 들어갔을 때는

O/S Mirror의 버핑문제에 대해 무라카미에서 대책발표를 거의 끝내고 있었음.

업체에서 버핑에 대한 원인 및 대책을 발표하고 난뒤  
김희일이사님께서 무라카미의 회사경력,납품처등을 질문하자  
무라카미 일본직원이 영어를 잘 못 알아들어 엉뚱한 대답을 하자  
개발부에 최정연부장이 일본말로 통역였는데  
회사는 60년 역사를 가지고 있고,미국에서 토요타,니산,혼다공장에 납품하고 있고,  
품질문제는 거의 없었다고 대답함.

김희일이사님께서 왜 HMMA에는 기본품질도 못 지키는냐고 질책을 했음.

그러자 무라카미에서는 스크래치문제는 무라카미 귀책이 아니고  
글로벌비스가 서열작업중 발생시킨 문제라고 주장함.

김희일이사님께서 버핑문제에 대해서만 대책을 발표하고 재발방지를 약속하고  
스크래치문제는 안건에 포함되지않은 문제이니  
이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결할 것을 지시함.

그래도 무라카미직원중 한명이 미리 두개를 광광 마주 부딪치며  
(감정이 약간 실려있다는 느낌을 느낄 정도로)  
이렇게 글로벌비스에서 다루는데 스크래치가 나지않을 수 없다고 주장하며  
미러를 테이블 위로 툭 던졌음.  
(한국사람의 눈에는 고의적으로 기분 나쁘다는 표현으로 느껴졌음)

김희일이사님께서 스크래치문제는 안건과 별개의 문제라고 다시 한 번 더 강조하고  
이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결할 것을 재차 지시함.

또 글로벌비스 최진호부장을 호출해서 함께 실무회의할 것을 지시함.  
그리고 업체품질회의의 목적에 대해서 설명하면서  
양산라인에 무결점의 부품을 공급하기위한 대책을 발표하는 자리에서  
업체간 발생한 문제를 이 회의에서 논의하는 것은  
관련없는 업체,담당자들까지 시간을 낭비하므로

이 회의가 끝난 뒤 별도의 실무자회의를 통해서 해결하는 것이 타당하다고 설명함.

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랩 사이러스가 스크래치문제도 안전통보시 포함되어있었고  
이것때문에 여러명이 2~3일간 몽고메리에 출장와서  
문제점을 조사하느라 몇 천불의 비용이 발생했고,  
그 원인이 글로비스에 있는데 왜 발표를 하지않는냐라고 말하며  
업체를 두둔하는 듯한 모습을 보여주었음

김희일이사님께서는 개발 최정연부장에게 "품질회의의 목적을 설명했고  
업체에서는 자기 잘못에 대해 대책만을 발표하고  
스크래치 문제는 별도의 실무회의에서 소명할 기회를 준다고 해도  
이런 식으로 개발에서 업체 편들기 하면 품질회의를 진행시킬 수 없다"고 말하고  
무라카미 발표 건은 중지시킴.

그래도 랩 사이러스가 스크래치문제도 안전통보시 포함되어있었고  
왜 발표를 못 하는냐, 그러면 안전이 잘못 통보된 것이 아니냐,  
그것때문에 무라카미의 여러 엔지니어가 남의 문제를 조사하느라  
시간과 돈을 소모했다고 계속 주장함.

곧 글로비스 최진호 부장이 도착하고  
스크래치문제는 별도 실무회의를 즉시 하기로 하고 다른 회의실로  
무라카미,개발부 최정연부장,최진호부장,품질관리부 직원등 옮겨갔음.

2005.9.16 조 봉관

#5

## 9월 2차 품질회의의 시(9월16일 10:00~) 발생 상황 보고

0216

## 1. 문제 내용

(협력업체 품질회의시, 2005.9.16, 발생한 상황입니다. 품질보증 박승도 부장)

아웃 사이드 미러 하우징 버핑 마크/크레이터/스크래치 문제로 생산 차질 및 품질 문제 발생

## 2. 품질 문제 개선 대책 발표

부품 협력업체의 8,9월 부품 불량으로 인한 생산 라인 중단 현황을 부품경수에서 발표하고 본회의 의제인 아웃사이드 미러 업체인 무라카미의 상기 문제에 대한 대책 발표가 시작되었음

- 1) 무라카미 현지인(발표자:품질담당 메니저)  
현상 및 대책 설명 중 스크래치 문제는 글로비스의 핸들링 시 발생한 문제임을 강조
- 2) 공장장(김희일 이사)  
무라카미가 아웃사이드 미러 생산 경험과 타 업체 납품 실적 질문
- 3) 무라카미 일본인  
60년 되었고 미국의 도요타 및 닛산에 납품하고 있다고 답변
- 4) 공장장(김희일 이사)  
생산 경험이 많고 도요타 등 타 업체에 납품하면서 왜 현대 부품에는 품질관리를 소홀히 했거나 업체의 품질 시스템에 문제가 있지 않느냐고 질문 !
- 5) HMM 구매 담당 이사(ROB)  
타 업체(글로비스)가 핸들링 시 발생시킨 스크래치 문제를 무라카미 업체에 변제되는 것은 부당하다고 글로비스가 지게차로 운반도중 바닥에 떨어지면서 발생한 스크래치 발생품의 사진을 돌리면서 무라카미에게 변제된 부당성과 문제점의 무혐의를 주장



- 6) 공장장(김희일 이사)  
변제 문제와 잘못된 부분은 품질회의 후 별도로 협의하여 합리적으로 처리할 예정이니  
업체가 발생시킨 품질문제에 전념하자고 회의 속개를 지시
- 7) HMMA 구매 담당 이사(ROB)  
계속 스크레치 문제를 언급하면서 무라까미가 대책 발표함은 부당하며, 업체에서  
회의 참석을 위해 수천불의 교통비를 소요하면서 참석했다고 업체 입장 대변
- 8) 구매 주재원(최정연 부장)  
품질회의 안전에 대한 부당함 설명 및 추후 안전 선정 통보 시 좀더 구체적인 분석을 요청  
하여 업체 입장 옹호
- 9) 공장장(김희일 이사)  
다시 한번 품질회의의 취지를 설명하고 본회의의 목적은 공장 가동을 향상과 품질확보를  
위한 회의이므로 품질문제 본질에 충실하자고 호소
- 10) 무라까미 현지인(세일저 메니저)  
구매담당 이사인 ROB과 대화 후 미리 두개를 들고 소리치면서 부딪히며 타 업체의 핸들링  
과정에서 발생하는 스크레치 발생 상황을 재연하며 회의 탁자에 무례하게 쿵 소리가  
나도록 놓으면서 회의분위기가 상당히 어수선하여 회의 진행이 어려움
- 11) 공장장(김희일 이사)  
HMMA구매 최부장에게 연성을 높이면서 수 차례 회의 의제에 충실하여 회의를 진행하자고  
했는데 ROB과 당신은 업체 대변하러 왔느냐며 이와 같은 분위기에서는 품질회의 더 이상  
진행이 불가하므로 회의 중단 선언 후 보고 있던 품질회의 파일을 탁자에 세게 접어 쿵 소리가  
나면서 퇴장

# 6

## 9월 3주차 부품 품질회의 상황 보고서

일시:2005년 9월 16일 10:00~11:00AM

장소:HMMA 의장동 1층 알라바마룸

보고자:HMMA 품질관리팀 부장 곽석구

상황:HMMA 9월 3주차 부품 품질회의시 비정상적인 상황발생

## 내용

1. 상기 일시, 장소에서 HMMA 품질관리팀(부품검사과)주관 정례 품질회의인 9월3주차 정기 부품 품질회의가 진행되고 있었는데 본인은 9시부터 진행된 신입사원 채용 인터뷰가 있어 약15분 가량 늦은시각에 참석함.
2. 당시, 첫번째 안건인 무라카미사 아웃사이드 미러의 Scratch문제중 Bag Mark에 대한 대책 발표가 진행되고 있었는데 스크레치에 관한 개선사항으로 전용 용기에 담아 운송하고 있다는 내용을 발표하면서 '글로벌에서 취급상 부주의한 점'을 강하게 불만하는 발언이 있었으며 회의 주관자인 김회일 공장장이 '그런 문제가 있을 수도 있지만 본 회의의 근본 목적이 ①양산공장의 가동을 저해요인 제거, ②완성차의 완벽품질을 위한 부품 품질 향상인 바 주제에 맞는 큰 틀의 방향에 대한 협의를 하고 마이너한 문제 즉, 취급 부주의한 문제 등은 실무자간 별도 협의를 하여 해결토록 하자는 제언으로 회의 속개 됨.
3. 다시 본론으로 들어가 무라카미사의 전등 밝기 문제를 거론하는 과정에 2,500Lux로 바뀐 장소가 작업장이 아닌 제품 상자장이라는 설명이 있었고 다시 스크레치 관련 문제점이 거론 되면서 글로벌의 지게차 실수로 인한 핸들링 잘못이 화제에 올랐으며 구매부문의 랍 사이러스가 강하게 불만함.
4. 이에 김회일 공장장이 글로벌CC 책임자를 회의에 참석하도록 지시하였고 이에 글로벌 직원인 급히 최부장에게 연락을 취하러 밖으로 나감. 이어 김회일 공장장이 본 회의의 목적 및 추진 방향(즉 가동을 향상으로 생산성을 올려야 하는 HMMA의 입장, 부품 품질의 향상을 위하여 전 부품업체가 협력해주길 바라는 목적에서 문제 발생분에 대한 Review 차원의 본 회의 취지)에 대하여 재삼 강조함.
5. 이때 정 중앙에 앉아있던 무라카미사의 한 담당자가 포장된 아웃사이드 미러(신품)를 회의실 뒤편에서 가지고 나와 2개를 꺼내어 모든 회중이 보는 앞에서 날카로운 장착볼트 부위와 아웃사이드 미러 베이스면을 두들겨(소리도 컸지만 외관이 날카로운 볼트에 찍혀)심하게 손상이 발생토록하는 항의성 Performance가 있어 회의실에 있던 많은 사람이 당황하게 됨.
6. 김회일 공장장이 차분한 목소리로 '무슨 행동이냐?' 고 묻고 무라카미측에서는 '정성껏 철저히 포장하여 납품해도 방금 본것 처럼 취급한다면 어떻게 좋은제품을 공급할 수 있겠느냐'고 항의하는 답변이 있었음. 이에 다시 본 회의의 목적과 부품 품질 향상에 대한 대책 수립에 초점을 맞추도록 하자는 김회일 공장장의 설명으로 회의는 다시 속개 됨.

7. 이때 랍 사이러스가 '무라카미사의 담당자들은 본 회의에 참석하기 위하여 수천 달러의 비용을 들여 이곳 몽고메리에 왔고 숙박하며 회의에 참석했는데 그 비용은 누구 책임이냐?' 며 '안전선정의 문제'를 항의하는 상황으로 이어지게 되었음.
8. 계속하여 구매부문의 최부장과 랍 사이러스, 무라카미사의 참석자 간 내부 협의가 계속되고 안전 선정에 대한 불만 내용이 표출되어 회의 진행 어려워 짐.
9. 본인은 오후 1시에 계획되어 있는 HMMA주간 품질회의 준비상태 확인을 위하여 잠시 2층 사무실에 올라와 담당자와 회의 준비상태를 점검하던 중 김희일 공장장과 구매부문 최정연부장이 같이 올라오는 것을 목격(1층에서 진행되던 부품품질회의가 비정상적인 상황으로 이어지게 되었음을 감지)하고 계속하여 HMMA주간 품질회의 준비를 하느라 이후 상황은 정확히 감지 어려움.  
=끝=

상황 진술자 : 품질관리팀 부장 곽석구.

2005년 9월 16일

#10

구미 김정연 부장

9/16 무라카미 회의시 발생상황

1.일자 : 9/16 10:00 ~

## 2.회의상황

- 1) 회의초기 9/1~9/13 사이 발생된 업체별 품질문제 현황에 대한 HMMA QC측의 사전 설명있었음.
- 2) 무라카미의 첫번째로 발표로 회의가 진행 시작함
- 3) 무라카미는 BUFF & BAG MARK에 대한 개선 대책과 현재 사용중인 NF 납품용기 문제점 개선대책발표
  - 현재 사용중인 용기 SMPL과 타사 납품용기차이점을 사진을 가지고 설명
  - CM부터는 PALLET 형태의 용기 사용을 금일 아침 글로비스에서 용기 관련 사항을 사전 협의함을 보고
- 4) 업체 발표 도중 ROB CYRUS가 업체로 반송된 불량중 현재 글로비스가 사용중인 포크리프터의 전복으로 손상된 부품도 있다며 업체가 제시한 사진으로 이의 제기를 함,
- 5) 이에, 김이사님이 통역을 통해 금일 회의 주제에 벗어나는 사항은 언급치 말라고 첫번째 지시함.
- 6) 김이사님이 무라카미에 몇년동안 미러를 만들었는지(60년 공급이력), 공급업체가 어디인지(토요다/누미/니산) 추가 질문하심.
- 7) 도장 CURING TIME 늘려야 되는것을 이제 알았느냐? 포장장소의 밝기가 1000LUX->2500LUX로 늘리는 것을 왜 이제야 하느냐?
- 8) 타사에는 양품을 공급하고 HMMA는 현대라서 불량품을 납품해도 된다는 생각을 버려라라고 추가로 야단치심.
- 9) 이때 ROB SYRUS가 금주 화요일 발생된 불량 때문에 200분의 LILE정지 CLAIM이 업체로 청구되었고 주 문제는 BUFF MARK가 아닌 SCRATCH 문제라며 글로비스의 HANDL'G 과정상의 문제점과 글로비스에 있는 QLS라는 용역사의 문제점을 제기함
- 10) 김이사님이 글로비스 최진호부장을 호출하시면서 본건은 회의 주제와 관련이 없으니 별도 실무 회의를 하라고 2차 지시함
- 11) 본 회의는 품질문제 관련 회의이니 더 이상 무라카미에 SCRATCH 문제는 본회의에서 제기하지 말라고 다시 지시하셨습니다
- 12) 그럼에도 ROB CYRUS가 불량 고품도 접수못한 업체에게 수요일날 연락해서 금요일 회의에 참석하라고 하는건 문제가 있다고 이의 제기하였고, 최정연부장이 서명수부장에게 차기 회의부터는 사전 안건조율/업체와 협의를 통해 회의가 진행될 수 있도록 요청함
- 13) 그럼에도 불구하고 ROB CYRUS가 계속 문제 제기를 하며 HMMA의 미국인 생산담당자들과 논박을 계속함.
- 14) 그순간 무라카미 영업 직원이 O/S MIRROR를 양손으로 들고 치면서 SCRATCH를 냄. 문제는 SCRATCH이며 이로 인하여 무라카미는 많은 손해를 보고 있고, SCRATCH는 글로비스와 HMMA 내부 HANDL'G 과정상에서도 발생할 수도 있으며 금일 아침에 본인들이 글로비스에서 확인해본 결과 투입전 제품이 포개진 상태로 적재 되어 있었고, 이에 대한 수차례 개선요청 글로비스 현지직원에게 요청하였으며, 무라카미 직원이 2주간 상주하면서 QLS 직원을 교육을 시켰으나 일용직임에 따라 인원 변동및 QLS 외에는 타 용역업체를 글로비스에서 쓸수없는 관계로 문제가 많다고 불만을 제기하였음
- 15) 추가로 무라카미 품질 직원이 어제 HMMA로부터 반송된 제품 280개중 89%가 자신들 검사결과 양품이고 나머지 11%는 SCRATCH에 의한 불량이라고 격한 행동으로 항의함
- 6) 이에 김희일 이사님이 "ROB" 이름을 큰소리로 부르다가 "최부장, 내가 품질문제 본론에서 벗어나는 안건을 나중에 별도 협의하라고 했잖아~" 라고 화를 내시면서 차기 회의는 품질본부에서 주관해서 업무회의를 하라고 하시고는 회의장을 나가셨습니다

0252

- 17) 이후 약 2분뒤에 다시 회의실로 들어오셔서 "구매최정연부장" "품질박성도부장"을 따라오라고 하시어 2층 회의실로 갔습니다
- 18) 김이사께서는 나는 다시는 품질회의를 하시지 않겠다고 하시고 "PPG GLASS건 문제때도 정치적이라는 이야기를 들었고" "LEAR시트 문제 회의후에도 항의성 편지가 오고" "금일 무라까미 회의때도 업체가 반발"하는데 이렇게 해서는 더 이상 회의를 할수 없다
- 19) 약 20여분간 심한 질책을 듣고 구매최부장이 "용서해 주십시오" "노여움 푸십시오"라고 머리를 조아리고 말씀을 드렸습니다.

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# 11

9/16 무라카미 회의시 발생상황 보고

1.일자 : 9/16 10:00 ~

## 2.회의상황

금일 회의시 9/1~9/13 사이 발생된 업체별 결품 현황에 대한 QC측의 사전 설명으로 시작되었으며

무라카미의 첫번째로 발표로 회의가 진행되었습니다

무라카미는 기존에 발생된 BUFF & BAG MARK에 대한 개선 대책과 현재 사용중인 NF 납품용기의

문제점이 있음을 현재 사용중인 용기 SMPL과 타사 용기사진을 가지고 설명하였고 이런 운반 과정상의 품질 문제 개선을 위해

CM부터는 PALLET 형태의 용기 사용을 위해 금일 아침 글로비스에서 용기 관련 사항을 사전 협의하였음을 보고하였습니다

업체 발표 도중 ROB CYRUS가 업체로 반송된 불량중 현재 글로비스가 사용중인 달리의 전복으로 손상된 부품도 있다며

업체가 제시한 사진과 함께 이의 제기를 하였고, HMMA IN-LINE 조립작업자의 품질관정이 옳은지도 질문하는 과정에

HMMA 직원간 상호 이견이 발생했고, 이에 김이사님이 통역을 통해 금일 회의 주제에 벗어나는 사항은 언급치 말라고

지시 하시면서 무라카미에 몇가지 질문을 하였고, 최정연 부장님이 일본인 부사장에게 일본어로 질문/답변을 대신하였습니다

답변을 들으신후 타사에는 양품을 공급하고 HMMA에 품질문제를 일으키는게 말이 안된다고 질책하였고, 이에 ROB CYRUS가

금주 화요일 발생된 불량 때문에 200분의 LILE정지 CLAIM이 업체로 청구되었고 주 문제는 BUFF MARK가 아닌 SCRATCH라고 말하며

글로비스의 HANDL'G 과정상의 문제점과 글로비스에 있는 QLS라는 용역사의 문제점을 제기하였습니다.

김이사님이 글로비스 최부장을 호출하시면서 본건은 회의 주제와 관련이 없으니 별도 실무 회의를 하라고 2차 지시하였고

본회의는 품질문제 관련 회의이니 더 이상 무라카미에 그런 별개 문제는 본회의에서 제기하지 말라고 지시하였습니다

그럼에도 ROB CYRUS가 불량 고품도 접수못한 업체에게 수요일날 연락해서 금요일 회의에 참석하라고 하는건 문제가 있다고

이의 제기하였고 최정연 부장님이 서영수 부장에게 차기 회의부터는 사전 안전 조율 및 업체와 협의를 통해 회의가 진행될 수 있도록

요청하였으며 이후 추가로 ROB CYRUS가 계속 문제 제기를 하며 논박이 계속되었고 긴급한 호출에 7시간에 걸쳐 차를 몰고 센터기로부터

온 자신들에게 의견 피력의 기회를 주지않자 흥분한 무라카미 영업 직원이 양손에 두개의 O/S MIRROR를 들고 한편의 MIRROR STUD BOLT로

반대편의 MIRROR 하우징에 SCRATCH를 내면서 이번 주 문제는 SCRATCH이며 이로 인하여 무라카미는 많은 손해를

보고 있고, SCRATCH는 글로비스와 HMMA 내부 HANDL'G 과정상에서도 발생할 수도 있으며

9월 아침에 본인들이 글로비스에서 확인 결과 서열 달리에 투입전 제품이 포개진 상태로 적재 되어 있었고, 이에 대한

이견을 수차례 글로비스 현지직원에게 요청하였으며, 무라카미 직원이 2주간 상주하면서 QLS 직원을 교육을 시켰으나

용직임에 따라 인원 변동및 QLS 외에는 타 용역업체를 글로비스에서 쓸수없는 관계로 문제가 많다고 불만을 제기하였음

으로 무라카미 품질 직원이 어제 HMMA로부터 반송된 제품 280개중 89%가 자신들 검사결과 양품이고 나머지 11%는

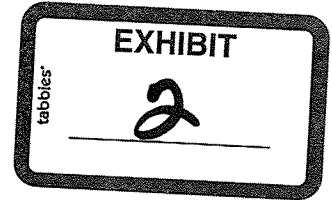
SCRATCH에 의한 불량이라고 설명하였습니다

이때 김희일 이사님이 화를 내시며 최정연 부장에게 버럭 소리를 질렀고 더 이상 회의를 진행할 수 없으니 차기 회의부터 품질회의는

일본부에서 주관하라며 서영수 부장쪽을 향해 소리치시고 회의장을 나가셨습니다

최정연 부장 / 구애





Date and Time: September 16, 2005, 10:00 AM ~ 11:00 AM

Location: HMMA General Assembly, Alabama Room

Reporter: S.K. Kwak, Sr. Manager of Quality Control, HMMA

Content of Report: Unordinary situation that transpired during a quality control meeting

1. On the above mentioned date and location, HMMA Quality Control department hosted a meeting. However, I was attending an interview for a potential new Team Member and was late to the meeting about 15 minutes.
2. At the time I arrived, there was a presentation of solutions for the bag mark issue related to the outside mirror scratch problem. Murakami representatives mentioned that the mirrors were being transported in specially designed containers and that the defects were due to the negligent handling by Glovis. The host of the meeting, H.I. Kim, stated that "it could be so, but the purpose of this meeting is to ① eliminate factors that impede the plant productivity and to ② get the big picture on how to improve parts quality in order to produce the perfect quality vehicles. H.I. Kim also stated that minor issues, such as mishandling of parts, should be discussed in another meeting and to get back on the main topic of the meeting.
3. The meeting was back on the main topic and we discussed the brightness of the lighting system being changed to 2,500 Lux in the loading dock, not in the work area. In the process of this discussion, the scratch issue was again brought up and Rob Cyrus presented a strong complaint that the problem was due to improper handling by Glovis.
4. In response to this, H.I. Kim called for the responsible personnel at Glovis CC to attend the meeting and the Glovis representative left the meeting to summon Sr. Manager Choi. H.I. Kim proceeded to emphasize the main purpose of the meeting and HMMA's position, which was to enhance productivity of the plant by increasing our efficiency and to ask for cooperation from all suppliers to enhance parts quality.
5. At this time, the Murakami representative sitting in the middle proceeded to go to the back of the room and retrieve two new outside mirrors out of a box. He then hit the mirrors together, causing the mounting bolt of one mirror to hit the base face of the other mirror, causing a loud noise and serious damage to the part. This action made the attendees perturbed and uncomfortable.
6. H.I. Kim asked in a calm voice "What is this action? (What are you doing?)" Murakami representative answered "even if we package the parts the best we

can, how can we supply good quality parts if the parts are handled the way you just witnessed?" H.I. Kim once again reiterated the main purpose of the meeting and asked everybody to focus on the main topic. The meeting continued.

7. At this time, Rob Cyrus asked "Murakami representatives spent thousands of dollars to come to Montgomery for this meeting and for lodging. Who will be responsible for the travel costs?" The situation became where Rob Cyrus questioned the selection of meeting topics.
8. It became difficult to continue the meeting when a discussion among Rob Cyrus, the Murakami representative and Sr. Manager Choi continued.
9. I left the meeting and went upstairs to prepare for another meeting scheduled for 1 PM. At this time, I saw H.I. Kim and J.Y. Choi come upstairs (I sensed that the meeting had gone awry) and I continued to prepare for the weekly HMMA quality meeting. Thus I was not able to apprehend what had transpired from this point on.

September 16, 2005

Sr. Manager Kwak

Quality Control, HMMA

Incident report of 9/16 meeting with Murakami

Statement by J.Y. Choi of Purchasing

A. Time and date : September 16, 10:00 AM ~

B. Circumstances

1. HMMA Quality Control gave an overview of the quality problems at each vendor that occurred between September 1 and September 13.
2. Meeting started off with a presentation by Murakami.
3. Murakami presented a plan to improve the "buff and bag mark" issue and the problem with the container currently in use for NF parts.
  - i. Explained with photos the differences between the current containers manufactured by SMPL and containers manufactured by another company.
  - ii. Reported that Murakami had consulted with Glovis that morning regarding the use of pallet style containers for CM parts.
4. During Murakami's presentation, Rob Cyrus protested that some of the parts sent back to the supplier due to defect were caused by a fork lift capsize.
5. H.I. Kim directed via translator not to deviate from the main topic of the meeting.
6. In addition, H.I. Kim asked Murakami how long they have been manufacturing mirrors (60-year history of supplying mirrors) and to whom they supply the mirrors (Toyota/NUMMI/Nissan).
7. Do you just now realize that we need to lengthen the curing time for paint? Why are you just now increasing the light output from 1,000 LUX to 2,500 LUX in the packaging area?
8. Berated Murakami that they need to lose the notion that they can supply quality parts to other companies but send defective parts to HMMA because it's Hyundai.
9. At this time, Rob Cyrus stated that the supplier has been billed for the 200 minutes of line stop time due to defect on Tuesday that week. He protested that the main problem was scratches, not buff marks, caused during the handling process at Glovis by the service contractor QLS at Glovis.
10. H.I. Kim summoned Sr. Manager Jin-Ho Choi of Glovis. H.I. Kim directed for the second time to get back to the main topic of the meeting, and to arrange a separate meeting regarding the scratch issue.
11. H.I. Kim stated once again that today's meeting was regarding quality issues. He directed everyone to not bring up the scratch issue any more.

12. Rob Cyrus protested that there is a problem with calling a vendor on Wednesday and requesting them to attend a meeting on Friday when the vendor has not had a chance to receive the defective parts. Jung-Yun Choi of Purchasing requested Myung-Su Seo to have a discussion with the vendor prior to meeting with them from now on.
13. However, Rob Cyrus continued to protest and confuted with the American personnel from the production division.
14. At that moment, the representative from Murakami-held the outside mirrors in his hands and smashed them together, thus scratching the parts. He proceeded to protest that the problem lies with scratches and that Murakami is suffering a lot of losses because of this issue. He also stated that the parts could have very well been scratched during the handling process at Glovis and at HMMA. He stated that based on his own observation at Glovis that morning, he witnessed the parts were stacked on top of another. He stated that numerous requests were made to improve the situation at Glovis and Murakami had a representative onsite at Glovis for 2 weeks to train the QLS employees but experienced problems because the parts handlers are temporary positions and Glovis is unable to use any other service contractors besides QLS.
15. Additionally, the Murakami representative protested in a heated manner that of the 280 parts sent back to Murakami, 89% were up to specification and the other 11% was defective due to scratches.
16. H.I. Kim called out Rob's name in a loud voice then said "Sr. Manager Choi, I told you to discuss non-quality related topics at a later meeting" then exited the conference room.
17. About two minutes later, H.I. Kim entered the conference room again and told Sr. Manager Jung-Yun Choi of Purchasing and Sung-Do Park of Quality Assurance to follow him to a conference room on the second floor.
18. H.I. Kim stated that he will not attend another vendor quality meeting and stated that he cannot hold meetings when he is accused of being political when the PPG glass issue was discussed, and a protest letter was delivered after a meeting with Lear regarding the seats, and now Murakami openly protested in a meeting today.
19. After being criticized for about 20 minutes, Sr. Manager Jung-Yun Choi bowed his head and asked H.I. Kim for forgiveness and to appease his anger.

Situation Report of September Quality Control Meeting #2 (September 16, 10 AM ~ )

Statement by Seung-Do Park of Quality Assurance

1. Description of problem

Production setbacks and quality control issues due to buffing marks, craters and scratches on the outside mirror housing.

2. Plans to improve quality issues

Presentation by the mirror supplier, Murakami, to improve the quality problem and discussion of production setback situation due to the part defects in August and September.

1) Murakami representative (American, Manager of Quality Control)

Emphasized that the scratch problem is caused during the handling process by Glovis.

2) H.I. Kim

Inquired about Murakami's experience and background in mirror manufacturing and which other OEMs they supply parts to.

3) Murakami representative (Japanese)

60 years of experience in manufacturing mirrors and currently supplying to Toyota and Nissan.

4) H.I. Kim

If Murakami's experience and background are so plentiful and supply parts to Toyota then why neglect quality control in parts supplied to Hyundai, or perhaps there exists a problem in Murakami's quality control process.

5) Rob Cyrus (American, HMMA Purchasing)

Stated that placing blame on Murakami for scratches caused by Glovis is unreasonable and passed around photos of the scratches that occurred when they fell off a forklift during transportation at Glovis.

6) H.I. Kim

Stated that the scratch problem will be discussed and taken care of in a rational manner at a later date. Asked everyone to stay on topic for today's meeting.

7) Rob Cyrus

Continued to mention the scratch issue and stated that it was unreasonable for Murakami to present a countermeasure. Defended Murakami that they spent thousands of dollars to travel to attend this meeting.

8) Jung-Yun Choi (Coordinator, Purchasing)

Explained the unreasonableness of the vendor quality meeting agenda, and requested that for future meetings the agenda be communicated more clearly, thus advocating the vendor.

9) H.I. Kim

Once again restated the main topic of today's meeting which is to enhance production efficiency and ensure quality.

10) Murakami representative (American)

After a discussion with Rob Cyrus, the American representative from Murakami held two mirrors in his hands and smashed them together, reenacting a scenario of how scratches occur during the handling process by another vendor. Then he proceeded to put down the mirrors on the table in a rude manner, making a loud noise. This caused a disorder in the meeting and it became difficult to carry on the conference.

11) H.I. Kim

Spoke to J.Y. Choi of Purchasing in a loud voice that despite numerous requests to stay on topic for the meeting, they have deviated. H.I. Kim asked if they were in attendance to defend the vendor and that it is not possible to carry on the meeting in this manner. He declared the meeting adjourned and closed the file folder on the table in a forceful manner, making a loud noise; he then exited the conference room.



Situation report on vendor quality meeting with Murakami on September 16, 2005 at 10 AM in Alabama Room hosted by HMMA.

By H.I. Kim

The topic of the meeting was downtime caused by defective parts in August and September of 2005. The meeting started off with a presentation by Quality Control Manager Jason Chi.

The mirror manufacturer Murakami briefed the meeting attendees with a report.

<H.I. Kim>

What is your length of experience in manufacturing the outside mirrors and have you supplied mirrors to other companies?

<Vice President of Murakami>

Sixty years and we supply to approximately 10 Toyota affiliate companies.

<H.I. Kim>

Why did you change the light output from 1,000LUX to 2,500LUX?

<Murakami Representative>

It was due to bad visibility in the packaging area.

<H.I. Kim>

Was the cause of "Bup'g" not due to your failure to adhere to the proper cure time of 4 hours?

<Murakami Representative>

(Without explanation for Bup'g) The problem occurred because of containers that were approved by HMMA and scratches occurred because of negligence during the handling process by Glovis.

<H.I. Kim>

Regardless of the containers, couldn't the "Bup'g" problem be avoided if you had adhered to the proper cure time?

If you have so much experience and supply parts to several OEMs then perhaps you do

not care so much about parts supplied to Hyundai or there is a problem in your quality control system.

<Rob Cyrus>

Rob Cyrus mentioned that it was a problem when HMMA rejected the mirrors due to scratches. He then passed around printed photos of scratched mirrors that occurred when a forklift dropped the parts during transportation at Glovis. Complained that HMMA is wrongfully rejecting these scratched parts and that HMMA considered this downtime.

<H.I. Kim>

The appropriate personnel can meet together after this meeting to discuss those issues. If the fault lies with Hyundai or Glovis, then Murakami should bear no responsibility so do not be concerned. Let us continue with the meeting.

<J.Y. Choi and Rob Cyrus>

Both continued to mention the scratch issue and delayed the continuation of the meeting.

※ At this point, there was a discussion among Rob Cyrus and John Kalson & Chris from Quality Control. I (H.I. Kim) stopped the conversation and stated;

<H.I. Kim>

I understand. Call for Sr. Manager Choi at Glovis and we will confirm the facts. If there is something wrong, then we will discuss it and there will not be a problem. Let's proceed with the meeting.

<Rob Cyrus>

He once again mentioned the scratch problem and questioned if there was another agenda, thus further delaying the meeting.

<H.I. Kim>

Showed him the main topic of the meeting and stated that other topics will be discussed in a different meeting afterwards with H.I. Kim in attendance.

Stated once again that HMMA has not achieved normal production and upon analysis of the contributing factors, equipment issues, shortage of parts and defective parts were identified as the biggest impeding factors, all of similar magnitude. This is why we

have been holding the vendor quality meetings since the second week of September and the first objective is to enhance the plant productivity and second, to build high quality vehicles that Hyundai aims to manufacture. We are not here to place blame on any particular vendor. Continue with the meeting.

<Rob Cyrus>

He spoke briefly with the manager of Murakami and once again mentioned the scratch issue. At this time, the Murakami manager stood up and picked up two mirrors from the back of the room, spoke in an elevated voice, hit the two mirrors together and threw them down on the conference table.

<H.I. Kim>

Examined the mirrors and stated that Sr. Manager Choi of Glovis has been summoned and that we will discuss the scratch issue when he arrived. Once again asked to continue with the meeting.

※ At this time, J.Y. Choi and Rob Cyrus mentioned the scratch issue once again.

<Rob Cyrus>

(In a loud voice) The Murakami people arrived here yesterday to attend this meeting and it has cost them 5,000 dollars to be here. Who will take responsibility for that?

<H.I. Kim>

(Elevated voice) Sr. Manager Choi, I have repeatedly stated the main objective and topic of today's meeting and asked to stay on topic. Are you here to defend the supplier? You should understand after I've told you so much.

Stated that it is not possible to continue the conference under the circumstances and asked S.D. Park of Quality Assurance to host future quality meetings. Closed the file folder on the table (making a slightly loud noise in the process) and exited the room.

#### Personal Opinion

1. Vendor quality meetings are held each month, hosted by the head of Quality Control at each plant. However, in HMMA's case, we host a quality control meeting every Friday, starting in September. Our objective is to identify the impeding factors of production and point them out to the upper management of

the vendors in order to induce enhancement of the parts quality. But it seems that our own personnel here at HMMA do not understand the purpose.

2. Despite repeated explanations of the meeting objective and several requests to stay on topic, they continued to take a defensive position on behalf of the vendor and delayed the meeting.
3. Damaged HMMA's image and the plant superintendent's image in front of vendor personnel and HMMA personnel.
4. This was our second meeting and there is a concern about how much influence this could have on future meetings for parts supplier claims. Simultaneously, it is deemed difficult for the plant superintendent (H.I. Kim) to host future meetings. It would be more appropriate for the quality control HOD to host these meetings, as is the case at HMC.

Incident report for September 16<sup>th</sup> vendor quality meeting

By B.G. Cho

By the time I arrived for the conference, Murakami was almost finished with their countermeasure presentation for the outside mirror buffing problem.

After the vendor was finished presenting the cause of the problem and the countermeasure, H.I. Kim asked the Murakami personnel their experience and background in the industry along with the companies they supply parts to.

Murakami's Japanese representative misunderstood H.I. Kim's question and gave an irrelevant answer. Jung-Yun Choi of Purchasing translated in Japanese and the Murakami personnel answered that they have a 60-year history and supply parts to Toyota, Nissan and Honda and that they have had hardly any quality issues. H.I. Kim reprimanded them on why they could not adhere to basic quality standards for parts supplied to HMMA.

Murakami's response was that the scratch problem is not their fault and insisted that it happens during the handling process at Glovis. H.I. Kim directed that the purpose of this meeting was to discuss the buffing issue, not the scratches. He stated that the scratch issue will be discussed in a separate meeting following this meeting.

One of Murakami's representatives smashed two mirrors together (almost gave us the impression that he was emotionally-charged) and insisted that scratches are unavoidable when Glovis handles the parts in such a manner. He then proceeded to throw them onto the conference table. (From the Korean cultural perspective, it was a deliberate act of showing that they were unhappy.)

H.I. Kim once again emphasized that the scratch issue is not the main topic of the meeting and gave a directive to hold a separate meeting later to find a resolution. Also he called for Sr. Manager Jin-Ho Choi of Glovis to attend that meeting.

H.I. Kim explained the purpose of the vendor quality meetings. He stated that it is a waste of time for the involved personnel and also for vendors who are not involved to discuss issues that occurred between vendors, and that this is a place for discussion of supplying quality parts that are free of defect to a mass production line. It would be

reasonable to have a separate meeting regarding the scratch issue with all involved personnel in attendance.

Rob Cyrus stated that the scratch issue was included as part of the agenda and that several people travelled to Montgomery for 2-3 days to inspect this problem, incurring thousands of dollars in the process. He gave the impression of defending the vendor, stating that the problem lied with Glovis and why we were not make this known.

H.I. Kim then stated to Jung-Yun Choi of Purchasing, "I have explained the objective of the vendor quality meeting, and I have said that the vendor only has to make a presentation on defects they are responsible for and that the scratch issue will be addressed at a later time. We cannot continue the meeting if you keep defending the vendor in this manner." H.I. Kim then adjourned the meeting.

Rob Cyrus continued to insist that the scratch issue was indeed included in the agenda, and questioned why we could not address the problem, and that Murakami spent a lot of time and money to have their engineers inspect someone else's problem.

Sr. Manager Jin-Ho Choi of Glovis soon arrived. They decided to have a separate meeting regarding the scratch issue immediately and proceeded to relocate to another conference room with the Murakami personnel, Jung-Yun Choi of Purchasing, Jin-Ho Choi of Glovis and the Quality Control personnel.



Incident report during 9/16 meeting with Murakami

By B.D. Hwang

1. Date and time : September 16, 10:00 AM ~

2. Meeting situation

The meeting began with an explanation by HMMA Quality Control regarding the parts defects situation between September 1 and September 13.

The meeting proceeded with an initial presentation by Murakami.

Murakami presented a plan to improve the "buff and bag mark" issue and the problem with the container currently in use for NF parts.

Murakami representative explained with photos the differences between the current containers manufactured by SMPL and containers manufactured by another company.

He reported that Murakami had consulted with Glovis that morning regarding the use of pallet style containers for CM parts.

During Murakami's presentation, Rob Cyrus protested that among the defective parts sent back to the vendor, a portion of them were damaged when a dolly tipped over. He also questioned whether the line assembler's decision on the part defect was correct, which caused a conflict among HMMA personnel in attendance.

H.I. Kim directed via translator to not deviate from the main topic of today's meeting and proceeded to ask a few questions to the Murakami personnel. Jung-Yun Choi of Purchasing translated in Japanese for H.I. Kim and the Japanese Vice President of Murakami.

Upon hearing the VP's response, H.I. Kim reprimanded them for supplying quality parts to other companies but cause a quality issue to HMMA.

Rob Cyrus protested that the 200 minutes of line stoppage on Tuesday that week has been billed to the vendor and that it was due to scratches, not buff marks. He stated that the problems lies with the handling process at Glovis, and the service contractor company called QLS at Glovis.

H.I. Kim summoned Sr. Manager Choi of Glovis and directed for the second time to

stay on topic for the meeting.

However, Rob Cyrus continued to protest, stating that contacting the vendor on Wednesday and telling them attend a meeting on Friday poses a problem, especially when they have not had a chance to receive the defective parts sent back to them. Jung-Yun Choi requested Myung-Su Seo to speak with the vendors prior to the meeting.

Rob Cyrus continued to protest and confuted. Murakami representative became upset when he felt that he was not given the appropriate opportunity to explain their position after driving 7 hours from Kentucky. He proceeded to hold a pair of mirror housings in his hands and hit them together. He scratched one housing with another housing's mirror stud bolt and stated that this week's problem is scratches and that Murakami is suffering a lot of loss. He claimed that the scratch problem could very well occur during the handling process at Glovis and HMMA, and that upon his inspection that morning at Glovis, he noticed parts were stacked on top of another. He also stated that Murakami had made numerous requests to Glovis to improve the situation and a Murakami representative stayed onsite for 2 weeks to train the QLS employees. But because the parts handlers are temporary positions and due to attrition and the fact that Glovis could not use any other service company other than QLS produced problems.

Additionally, Murakami representative said that among the 280 parts that HMMA sent back to them, 89% of them were up to specification, and the other 11% was defective due to scratches.

H.I. Kim became angry and yelled at Jung-Yun Choi. He yelled to Myung-Su Seo that future vendor quality meetings will be hosted by the quality control department and that it is not possible to continue the meeting under the circumstances. H.I. Kim then exited the conference room.